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Hospitality Industry Compensation Survey

1985

Results of a Salary and Benefit Survey
conducted early in 1985
by the
American Hotel & Motel Association
with the assistance of:

Peat, Marwick, Mitchell & Co.
Certified Public Accountants
One Boston Place
Boston, Massachusetts 02108

AMERICAN HOTEL & MOTEL ASSOCIATION
888 Seventh Avenue
New York, New York 10106

DISCLAIMER

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AMERICAN HOTEL & MOTEL ASSOCIATION

Hospitality Industry Compensation Survey

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INTRODUCTION

This is the twelfth Salary and Benefit Survey of the American Hotel & Motel Association, prepared with the assistance of Peat, Marwick, Mitchell & Co. on salaries paid hotel and motel management positions throughout the United States. The survey was conducted in early 1985.

This report is a vastly revised and improved survey redesigned by the Committee on Compensation and Benefits of AH&MA's Human Resources Council. The Committee consists largely of specialists in compensation and benefits and also includes experienced management and operations personnel.

The major revisions are a broader sample, a geographical breakdown to permit assessment of regional variations, and improved clarity of presentation of data. Also the data input form was simplified to facilitate participation.

AH&MA intends to continue its studies in the compensation and benefit areas and urges your participation in future surveys.

The study was supervised and coordinated by Brenda Curley, Manager of Compensation, Sheraton Corporation, and Mel Sandler, Associate Professor, University of New Hampshire and Consultant to the AH&MA Human Resources Council.

AMERICAN HOTEL & MOTEL ASSOCIATION

HOSPITALITY INDUSTRY COMPENSATION SURVEY

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DATA IN EFFECT AS OF: March 31, 1985

LIST OF POSITIONS SURVEYED

GENERAL MANAGER WITHOUT MAINTENANCE

GENERAL MANAGER WITH MAINTENANCE

RESIDENT MANAGER

FRONT OFFICE MANAGER

RESERVATIONS MANAGER

CONTROLLER

EXECUTIVE HOUSEKEEPER

CHIEF ENGINEER

DIRECTOR OF SALES AND MARKETING

SENIOR SALES MANAGER

JUNIOR SALES MANAGER

SECURITY DIRECTOR

PERSONNEL DIRECTOR

DIRECTOR OF FOOD & BEVERAGE

EXECUTIVE CHEF

EXECUTIVE STEWARD

RESTAURANT MANAGER

A description of each position surveyed may be found on Pages 73 - 75.

DEMOGRAPHICS

By Region

	#	%
NORTHEAST	30	4.8%
MID-ATLAN	102	16.4%
SOUTH	160	25.7%
NORTH CEN	53	8.5%
MIDWEST	85	13.7%
FAR WEST	86	13.8%
SUB-TOTAL	516	83.0%
NOT REPORTING REGION	106	17.0%
TOTAL	622	100.0%

GEOGRAPHIC REGIONS IDENTIFIED

The regional breakdown is as follows:

NORTHEAST

Maine
New Hampshire
Vermont
Massachusetts
Connecticut
Rhode Island

MID-ATLANTIC

New York
New Jersey
Pennsylvania
Virginia
West Virginia
Maryland
Delaware
District of Columbia

NORTH CENTRAL

Michigan
Ohio
Illinois
Indiana
Minnesota
Wisconsin

MIDWEST

Wyoming
Missouri
North Dakota
South Dakota
Montana
Kansas
Nebraska
Utah
Colorado
Iowa

SOUTH

North Carolina
South Carolina
Georgia
Alabama
Mississippi
Florida
Louisiana
Texas
Oklahoma
Arkansas
New Mexico
Kentucky
Tennessee

FAR WEST

Alaska
Hawaii
Washington
Oregon
California
Idaho
Arizona
Nevada

DEMOGRAPHICS

By Room Size

	#	%
NATIONALLY		
OVER 1000	34	5.5%
800-999	16	2.6%
600-799	44	7.1%
400-599	128	20.6%
200-399	227	36.5%
100-199	134	21.5%
0-99	8	1.3%
SUB-TOTAL	591	95.0%
NOT REPORTING ROOMS:	31	5.0%
TOTAL	622	100.0%
NORTHEAST		
OVER 1000	2	0.3%
800-999	1	0.2%
600-799	0	0.0%
400-599	16	2.6%
200-399	6	1.0%
100-199	4	o.6%
0-99	1	0.2%
TOTAL	30	4.8%
MIDATLANTIC		
OVER 1000	5	0.8%
800-999	1	0.2%
600-799	8	1.3%
400-599	16	2.6%
200-399	32	5.1%
100-199	36	5.8%
0-99	4	0.6%
TOTAL	102	16.4%
SOUTH		
OVER 1000	6	1.0%
800-999	3	0.5%
600-799	9	1.4%
400-599	32	5.1%
200-399	55	8.8%
100-199	54	8.7%
0-99	1	0.2%
TOTAL	160	25.7%

	#	%
NORTH CENTRAL		
OVER 1000	3	0.5%
800-999	1	0.2%
600-799	3	0.5%
400-599	10	1.6%
200-399	21	3.4%
100-199	14	2.3%
0-99	1	0.2%
TOTAL	53	8.5%
MIDWEST		
OVER 1000	0	0.0%
800-999	0	0.0%
600-799	7	1.1%
400-599	8	1.3%
200-399	56	9.0%
100-199	14	2.3%
0-99	0	0.0%
TOTAL	85	13.7%
FARWEST -		
OVER 1000	12	1.9%
800-999	4	0.6%
600-799	7	1.1%
400-599	24	3.9%
200-399	28	4.5%
100-199	10	1.6%
0-99	1	0.2%
TOTAL	86	13.8%
NOT REPORTING REGION		
OVER 1000	6	1.0%
800-999	6	1.0%
600-799	10	1.6%
400-599	22	3.5%
200-399	29	4.7%
100-199	2	0.3%
0-99	31	5.0%
TOTAL	106	17.0%

DEMOGRAPHICS

By Food & Beverage Revenues

	#	%
NATIONALLY		
- OVER $10M	58	9.3%
7.0-9.9M	61	9.8%
4.0-6.9M	107	17.2%
2.0-3.9M	158	25.4%
1.0-1.9M	61	9.8%
.50-.90M	37	5.9%
0-.49M	63	10.1%
SUB TOTAL	545	87.6%
NOT REPORTING F&B REV	77	12.4%
TOTAL	622	100.0%
NORTHEAST		
OVER $10M	3	0.5%
7.0-9.9M	3	0.5%
4.0-6.9M	3	0.5%
2.0-3.9M	13	2.1%
1.0-1.9M	3	0.5%
.50-.90M	1	0.2%
0-.49M	4	0.6%
TOTAL	30	4.8%
MIDATLANTIC		
OVER $10M	8	1.3%
7.0-9.9M	11	1.8%
4.0-6.9M	19	3.1%
2.0-3.9M	17	2.7%
1.0-1.9M	5	0.8%
.50-.90M	2	0.3%
0-.49M	40	6.4%
TOTAL	102	16.4%
SOUTH		
OVER $10M	10	1.6%
7.0-9.9M	7	1.1%
4.0-6.9M	28	4.5%
2.0-3.9M	28	4.5%
1.0-1.9M	29	4.7%
.50-.90M	18	2.9%
0-.49M	40	6.4%
TOTAL	160	25.7%

	#	%
NORTH CENTRAL		
OVER $10M	5	0.8%
7.0-9.9M	8	1.3%
4.0-6.9M	5	0.8%
2.0-3.9M	17	2.7%
1.0-1.9M	8	1.3%
.50-.90M	7	1.1%
0-.49M	3	0.5%
TOTAL	53	8.5%
MIDWEST		
OVER $10M	1	0.2%
7.0-9.9M	3	0.5%
4.0-6.9M	8	1.3%
2.0-3.9M	54	8.7%
1.0-1.9M	5	0.8%
.50-.90M	2	0.3%
0-.49M	12	1.9%
TOTAL	85	13.7%
FARWEST		
OVER $10M	17	2.7%
7.0-9.9M	12	1.9%
4.0-6.9M	17	2.7%
2.0-3.9M	16	2.6%
1.0-1.9M	9	1.4%
.50-.90M	7	1.1%
0-.49M	8	1.3%
TOTAL	86	13.8%
NOT REPORTING REGION		
OVER $10M	14	2.3%
7.0-9.9M	17	2.7%
4.0-6.9M	27	4.3%
2.0-3.9M	13	2.1%
1.0-1.9M	2	0.3%
.50-.90M	0	0.0%
0-.49M	33	5.3%
TOTAL	106	17.0%

PAY DATA

BY

POSITION

The data for each surveyed position is displayed in three pages:

- Comparison Chart* - graphing total compensation of:

  - all incumbents,
  - only bonus eligible incumbents, and
  - only non-bonus eligible incumbents,

  per room or revenue cut.

- Pay Mix Chart* - graphing, for Bonus Eligible incumbents only, total compensation as a sum of base salary and bonus. Examines the role that bonus plays in the total compensation package.

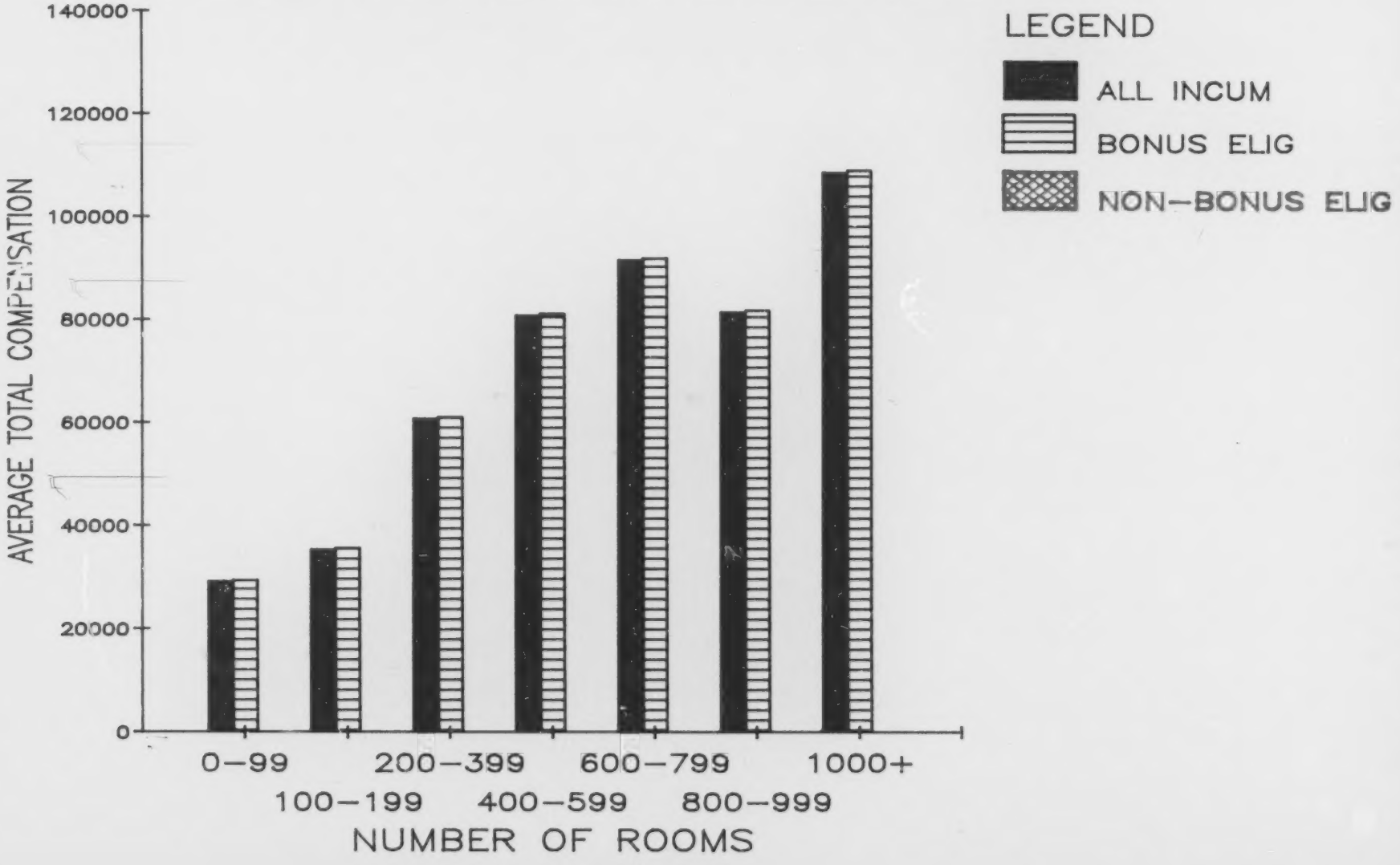
- Pay Data Table

* Includes data for cuts in which two or more incumbents were reported.

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

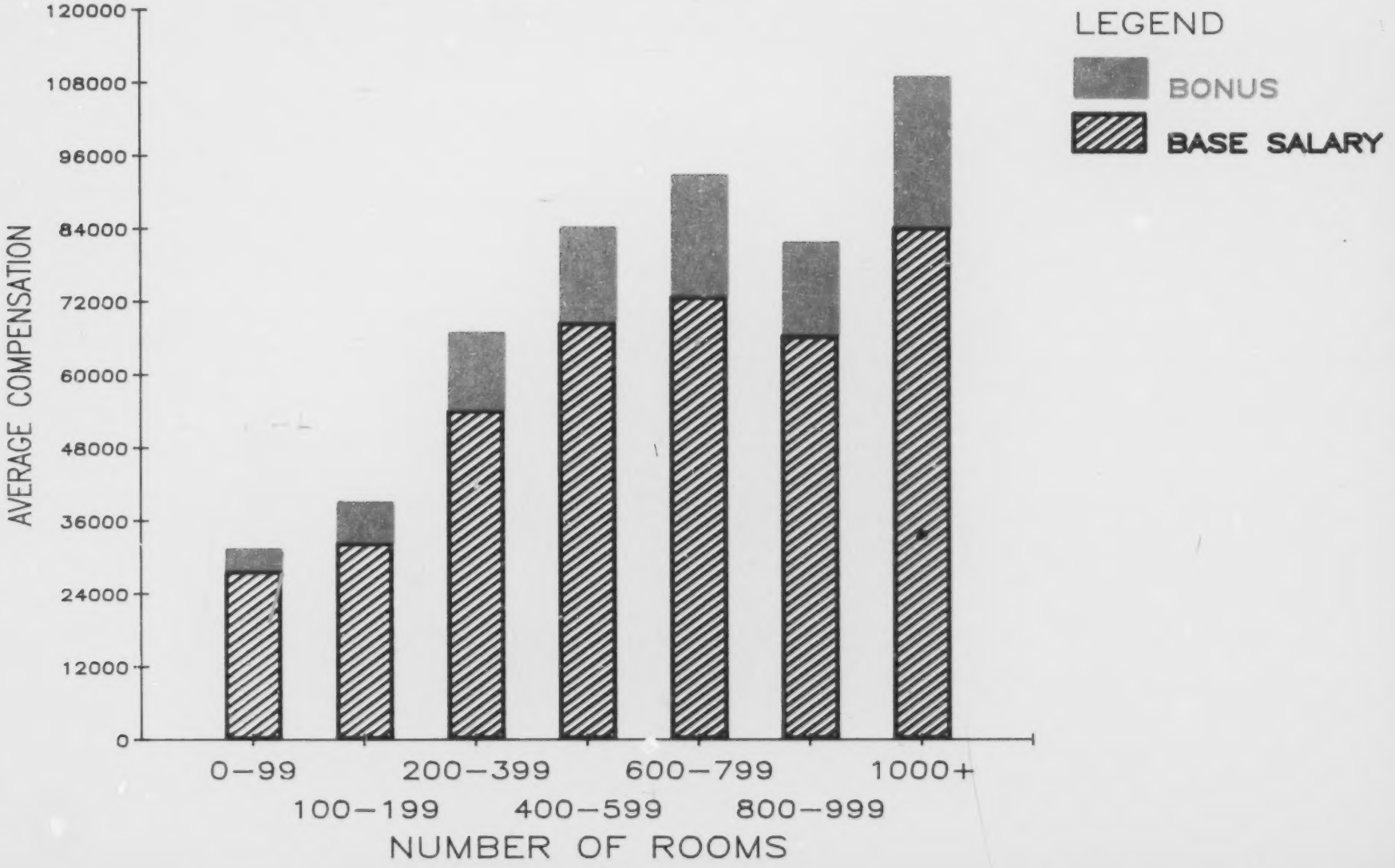
POSITION: GENERAL MANAGER WITHOUT MAINTENANCE



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: GENERAL MANAGER WITHOUT MAINTENANCE



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

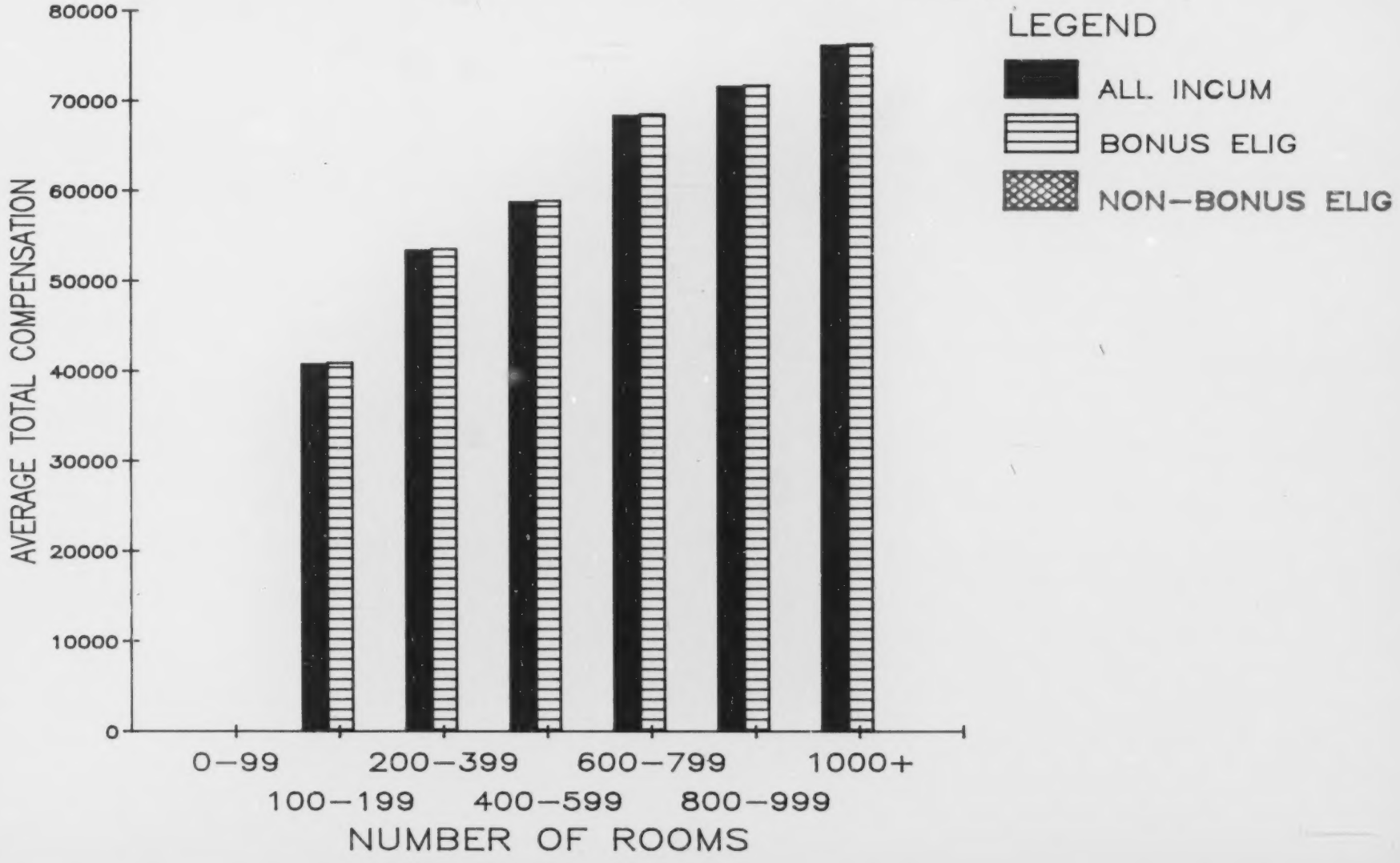
GENERAL MANAGER WITHOUT MAINTENANCE

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$109,235	$82,033	$92,147	$81,390	$61,325	$35,900	$29,684
75TH PERCENTILE	$112,563	$102,220	$98,347	$90,000	$73,900	$42,000	$36,176
50TH PERCENTILE	$109,013	$84,726	$93,177	$83,477	$52,500	$35,415	$29,380
25TH PERCENTILE	$103,515	$59,153	$84,672	$74,230	$49,000	$28,860	$24,960
# INCUMBENTS	7	3	21	77	163	99	6
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$109,235	$82,033	$92,147	$81,390	$61,325	$35,900	$29,684
75TH PERCENTILE	$112,563	$102,220	$98,347	$90,000	$73,900	$42,000	$36,176
50TH PERCENTILE	$109,013	$84,726	$93,177	$83,477	$52,500	$35,415	$29,380
25TH PERCENTILE	$103,515	$59,153	$84,672	$74,230	$49,000	$28,860	$24,960
# INCUMBENTS	7	3	21	77	163	99	6
SALARY							
AVERAGE SALARY	$84,265	$66,475	$72,931	$68,641	$54,301	$32,471	$27,843
75TH PERCENTILE	$87,274	$75,590	$77,012	$73,709	$60,788	$36,000	$31,719
50TH PERCENTILE	$81,907	$69,337	$74,053	$67,300	$52,156	$29,972	$29,380
25TH PERCENTILE	$80,666	$54,499	$69,200	$60,990	$49,050	$28,000	$24,960
# INCUMBENTS	7	3	21	77	163	99	6
BONUS							
AVERAGE BONUS	$24,970	$15,558	$20,177	$15,833	$12,865	$6,791	$3,681
75TH PERCENTILE	$27,906	$26,630	$23,768	$20,083	$19,500	$14,000	$5,585
50TH PERCENTILE	$24,323	$15,389	$20,346	$15,319	$12,196	$4,829	$4,457
25TH PERCENTILE	$22,849	$4,654	$16,023	$11,734	$7,000	$2,981	$1,000
# INCUMBENTS	7	3	20	62	89	50	3
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	-	-	-	-	-	-	-
75TH PERCENTILE	-	-	-	-	-	-	-
50TH PERCENTILE	-	-	-	-	-	-	-
25TH PERCENTILE	-	-	-	-	-	-	-
# INCUMBENTS	0	0	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

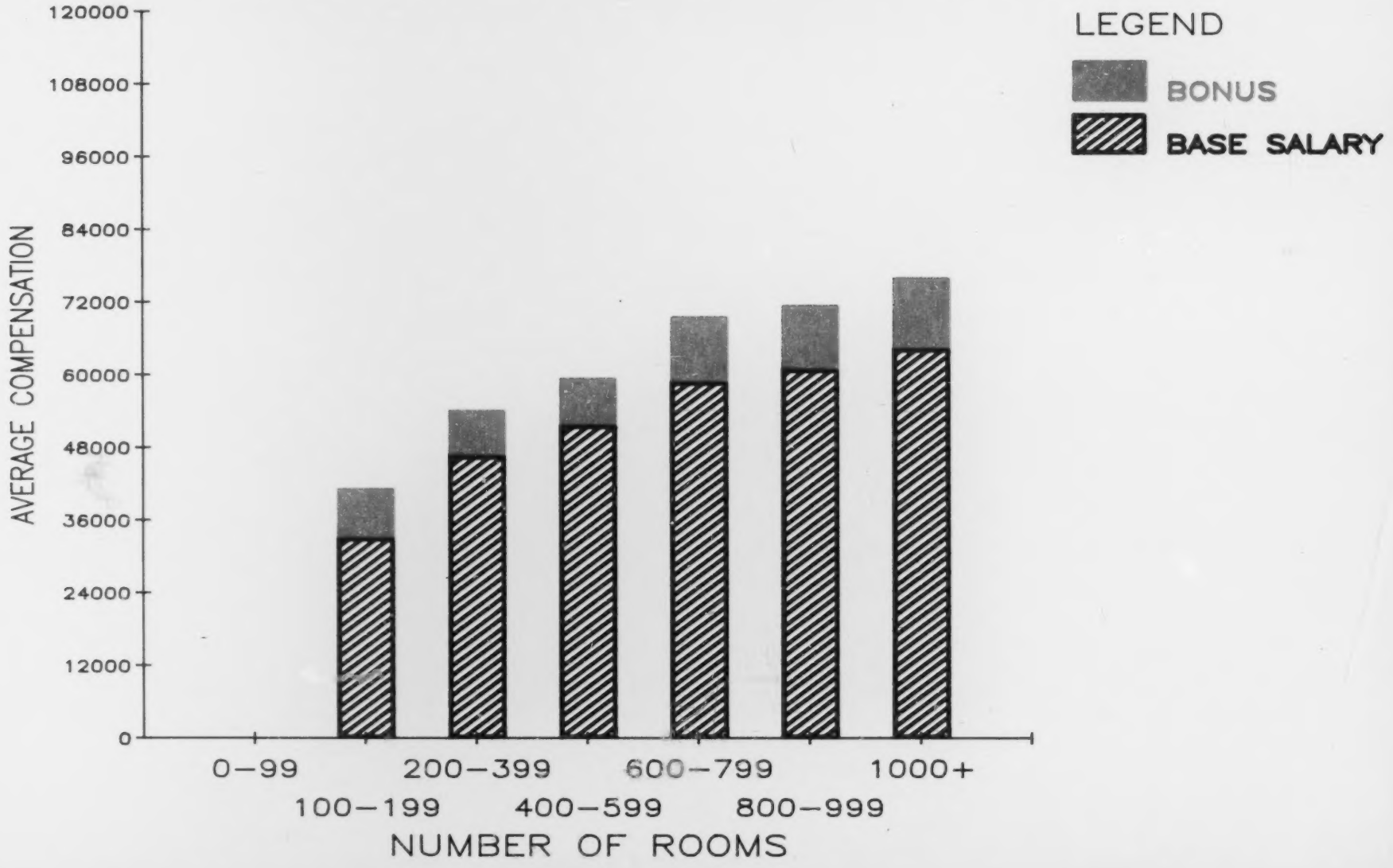
POSITION: GENERAL MANAGER WITH MAINTENANCE



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: GENERAL MANAGER WITH MAINTENANCE



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

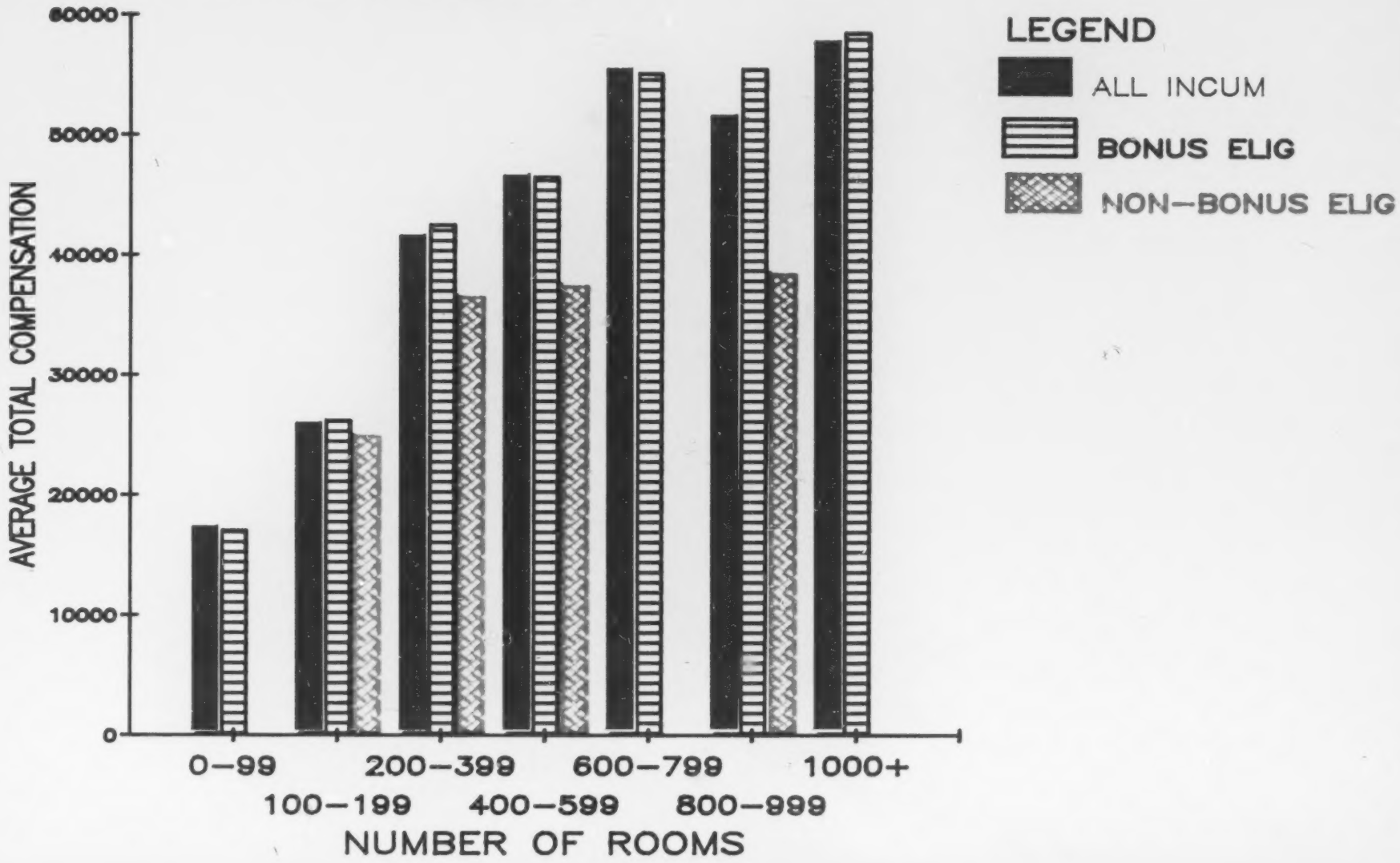
FOR

GENERAL MANAGER WITH MAINTENANCE

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$76,457	$71,881	$68,637	$59,034	$53,691	$41,062	-
75TH PERCENTILE	$85,965	$80,000	$81,031	$65,075	$57,626	$47,000	-
50TH PERCENTILE	$84,111	$70,735	$67,930	$58,570	$52,274	$37,769	-
25TH PERCENTILE	$67,458	$63,597	$63,360	$52,130	$46,200	$34,400	-
# INCUMBENTS	14	8	16	38	54	15	0
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$76,457	$71,881	$68,637	$59,034	$53,691	$41,062	-
75TH PERCENTILE	$85,965	$80,000	$81,031	$65,075	$57,626	$47,000	-
50TH PERCENTILE	$84,111	$70,735	$67,930	$58,570	$52,274	$37,769	-
25TH PERCENTILE	$67,458	$63,597	$63,360	$52,130	$46,200	$34,400	-
# INCUMBENTS	14	8	16	38	54	15	0
SALARY							
AVERAGE SALARY	$64,308	$60,948	$58,887	$51,787	$46,696	$33,187	-
75TH PERCENTILE	$72,610	$65,000	$65,000	$55,000	$50,400	$41,000	-
50TH PERCENTILE	$67,200	$62,400	$60,708	$51,000	$46,000	$32,000	-
25TH PERCENTILE	$57,500	$56,175	$55,000	$45,200	$41,000	$23,600	-
# INCUMBENTS	14	8	16	38	54	15	0
BONUS							
AVERAGE BONUS	$12,148	$10,933	$11,143	$8,100	$7,869	$8,438	-
75TH PERCENTILE	$17,945	$15,000	$13,886	$10,920	$9,626	$11,000	-
50TH PERCENTILE	$11,927	$9,735	$9,360	$8,072	$7,590	$10,000	-
25TH PERCENTILE	$7,875	$7,875	$6,930	$6,300	$4,867	$4,620	-
# INCUMBENTS	14	8	14	34	48	14	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	-	-	-	-	-	-	-
75TH PERCENTILE	-	-	-	-	-	-	-
50TH PERCENTILE	-	-	-	-	-	-	-
25TH PERCENTILE	-	-	-	-	-	-	-
# INCUMBENTS	0	0	0	0	0	0	0

AMERICAN HOTEL AND MOTEL ASSOCIATION
COMPENSATION SURVEY

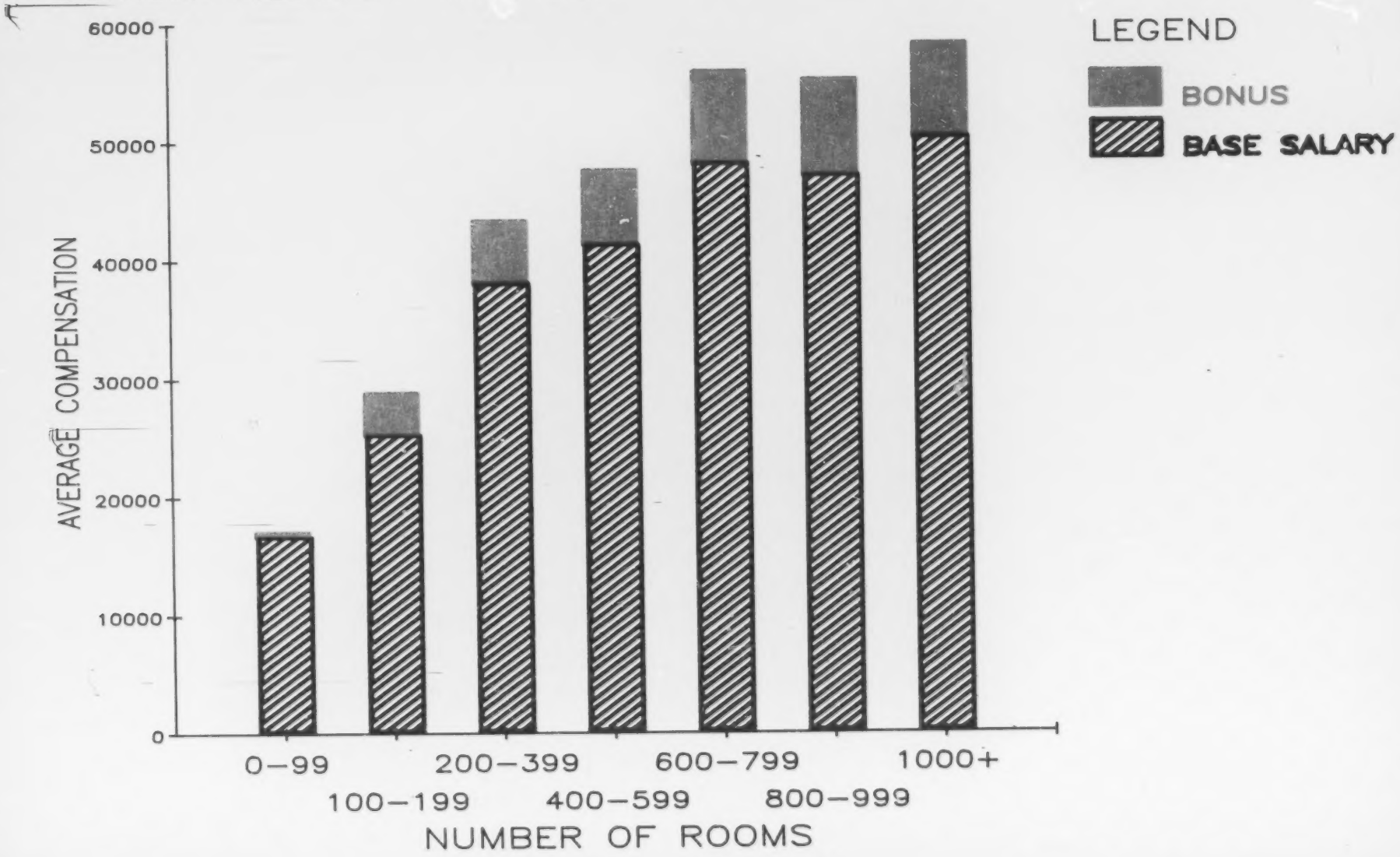
POSITION: RESIDENT MANAGER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: RESIDENT MANAGER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

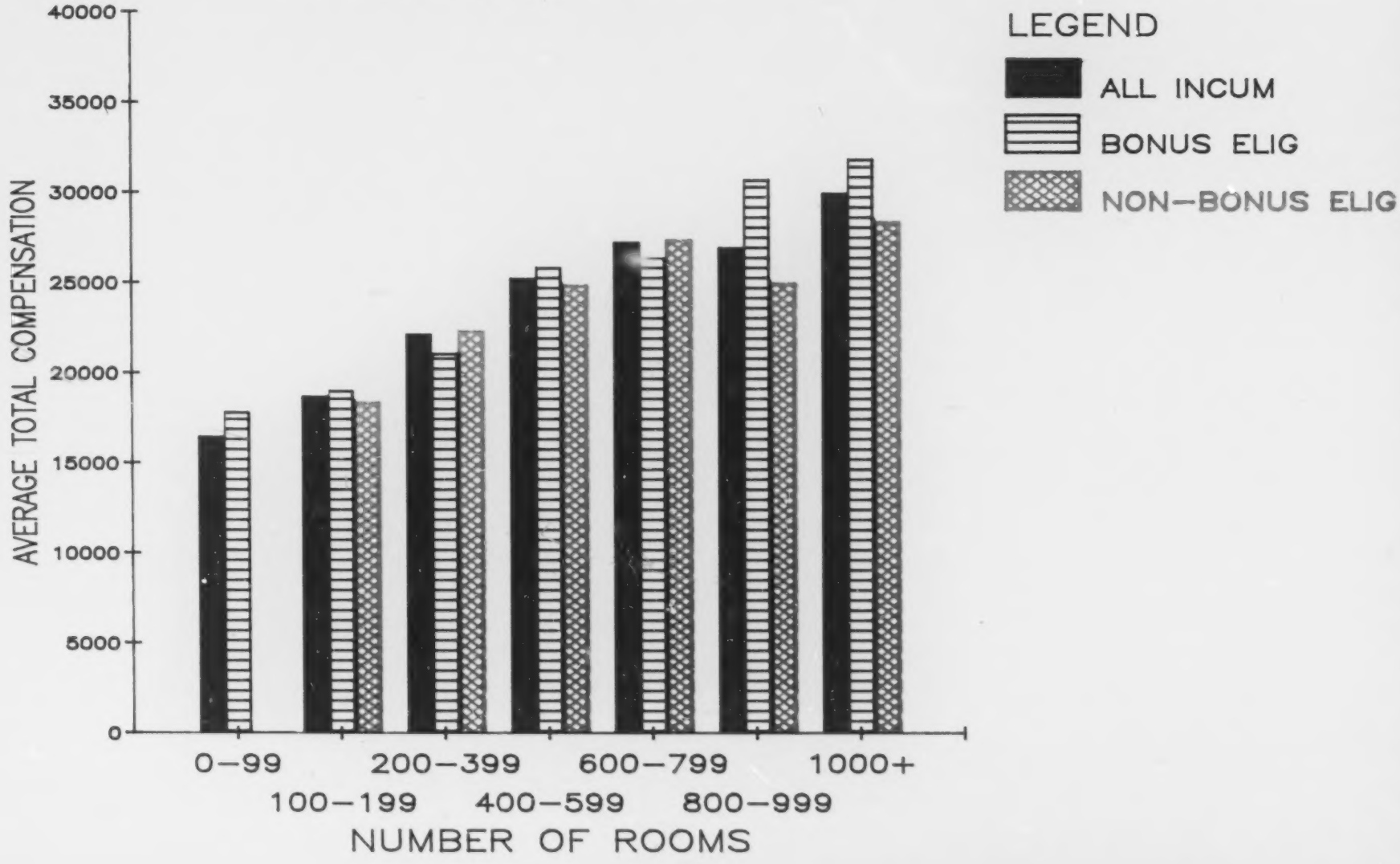
RESIDENT MANAGER

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$57,472	$51,312	$55,220	$46,332	$41,346	$25,759	$17,150
75TH PERCENTILE	$67,123	$66,997	$61,762	$52,309	$49,618	$27,000	$20,700
50TH PERCENTILE	$58,715	$47,161	$56,011	$45,946	$40,000	$25,000	-
25TH PERCENTILE	$50,184	$40,138	$50,116	$38,000	$35,000	$23,100	$13,600
# INCUMBENTS	20	8	22	72	101	38	2
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$58,586	$55,583	$55,220	$46,585	$42,617	$26,294	$17,150
75TH PERCENTILE	$67,123	$66,997	$61,762	$52,309	$49,948	$28,000	$20,700
50TH PERCENTILE	$58,715	$63,868	$56,011	$46,000	$42,794	$25,000	-
25TH PERCENTILE	$50,184	$40,138	$50,116	$38,000	$35,984	$22,800	$13,600
# INCUMBENTS	19	6	22	70	54	22	2
SALARY							
AVERAGE SALARY	$50,377	$47,194	$48,260	$41,434	$38,191	$25,426	$16,850
75TH PERCENTILE	$57,460	$56,110	$52,500	$45,188	$42,848	$28,000	$20,700
50TH PERCENTILE	$50,620	$54,340	$50,700	$41,444	$37,631	$25,000	-
25TH PERCENTILE	$44,000	$36,460	$42,255	$38,000	$34,080	$22,800	$13,000
# INCUMBENTS	19	6	22	70	54	22	2
BONUS							
AVERAGE BONUS	$8,209	$8,390	$8,059	$6,555	$5,559	$3,819	$600
75TH PERCENTILE	$9,663	$12,657	$10,296	$7,803	$7,000	$4,062	-
50TH PERCENTILE	$7,165	$7,758	$7,434	$6,439	$5,000	$2,633	$600
25TH PERCENTILE	$4,615	$4,500	$5,500	$4,002	$2,500	$2,400	-
# INCUMBENTS	19	6	19	55	43	5	1
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$36,300	$38,500	-	$37,480	$36,602	$25,022	-
75TH PERCENTILE	-	$44,000	-	$37,500	$37,672	$27,248	-
50TH PERCENTILE	$36,300	-	-	-	$28,890	$25,000	-
25TH PERCENTILE	-	$32,999	-	$37,460	$27,499	$23,100	-
# INCUMBENTS	1	2	0	2	47	16	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

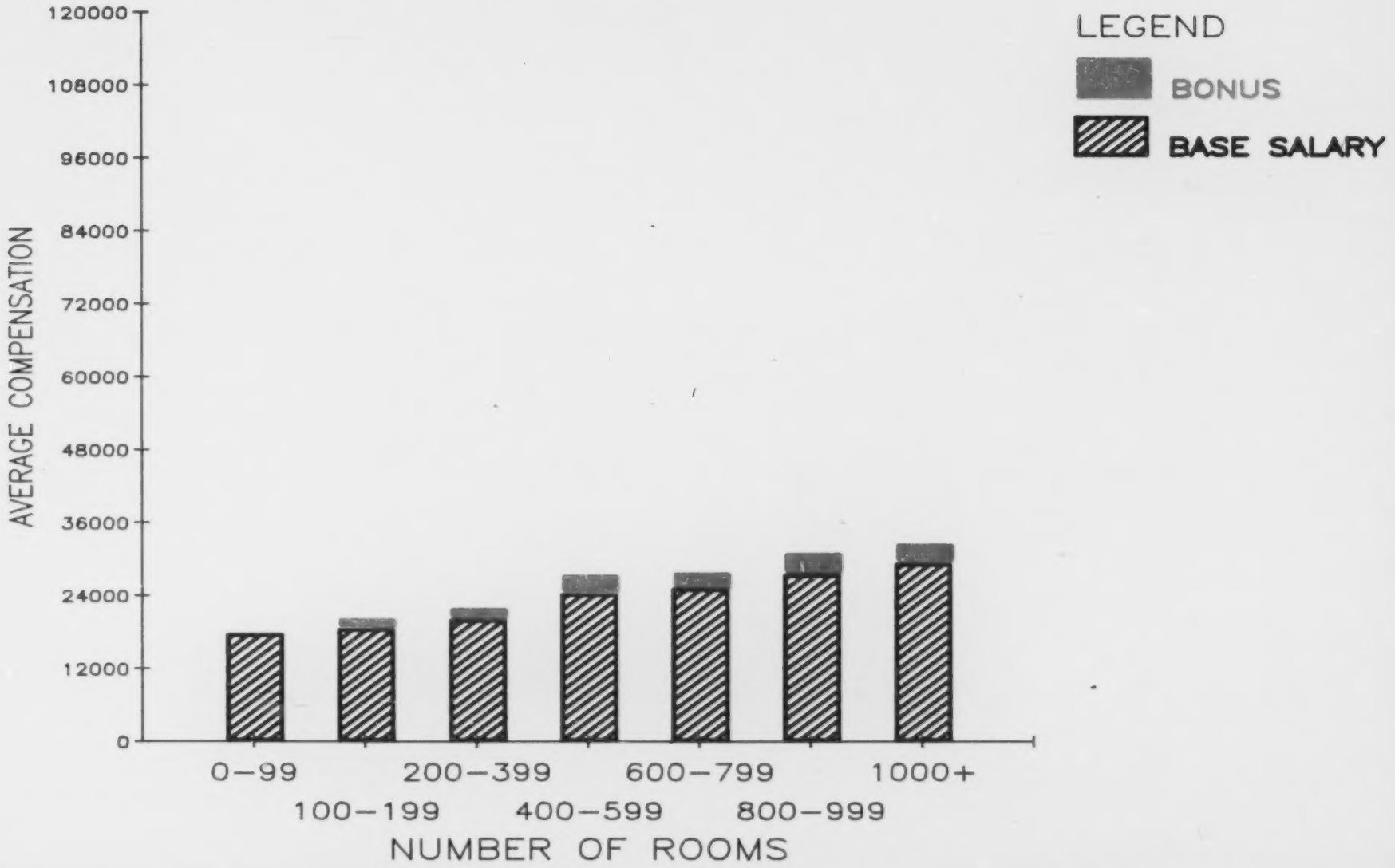
POSITION: FRONT OFFICE MANAGER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: FRONT OFFICE MANAGER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

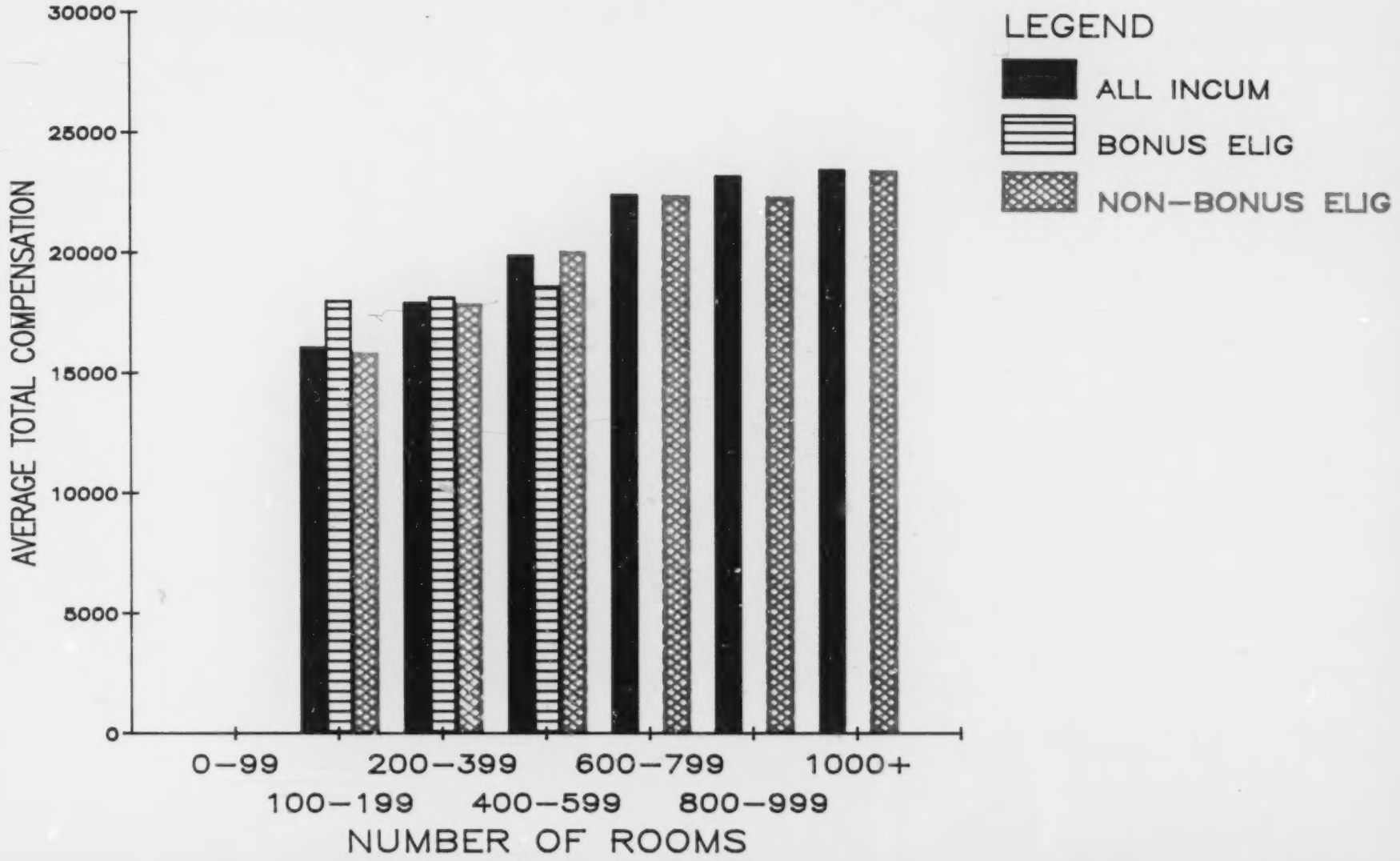
FRONT OFFICE MANAGER

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$29,944	$26,941	$27,254	$25,255	$22,183	$18,728	$16,510
75TH PERCENTILE	$33,561	$29,837	$30,085	$27,974	$24,879	$21,000	$19,500
50TH PERCENTILE	$30,000	$27,900	$27,674	$25,496	$22,000	$18,720	$17,030
25TH PERCENTILE	$27,000	$23,300	$23,691	$22,000	$19,200	$15,600	$12,480
# INCUMBENTS	32	15	42	106	196	80	4
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$31,847	$30,706	$26,416	$25,856	$21,098	$19,036	$17,853
75TH PERCENTILE	$34,539	$30,500	$28,920	$27,221	$24,960	$21,200	$19,500
50TH PERCENTILE	$31,423	$29,837	$27,434	$25,000	$21,376	$18,720	$19,500
25TH PERCENTILE	$28,447	$28,808	$23,900	$22,000	$18,247	$15,600	$14,560
# INCUMBENTS	14	5	8	36	35	38	3
SALARY							
AVERAGE SALARY	$29,475	$27,682	$25,370	$24,573	$20,251	$18,775	$17,853
75TH PERCENTILE	$32,000	$28,000	$28,000	$25,680	$24,000	$20,800	$19,500
50TH PERCENTILE	$29,000	$28,000	$25,560	$24,000	$20,000	$18,500	$19,500
25TH PERCENTILE	$27,000	$26,250	$23,900	$22,000	$17,420	$15,600	$14,560
# INCUMBENTS	14	5	8	36	35	38	3
BONUS							
AVERAGE BONUS	$2,768	$3,024	$2,092	$2,566	$1,347	$1,099	-
75TH PERCENTILE	$3,096	$3,850	$3,850	$3,148	$1,753	$1,200	-
50TH PERCENTILE	$2,795	$2,558	$1,924	$2,500	$1,376	$1,000	-
25TH PERCENTILE	$1,935	$2,500	$1,874	$1,551	$750	$700	-
# INCUMBENTS	12	5	4	18	22	9	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$28,463	$25,059	$27,451	$24,946	$22,419	$18,449	$12,480
75TH PERCENTILE	$32,314	$27,900	$30,434	$28,024	$24,840	$21,000	-
50TH PERCENTILE	$28,128	$24,500	$28,021	$25,792	$22,000	$20,923	$12,480
25TH PERCENTILE	$26,000	$23,300	$23,500	$21,500	$19,600	$15,500	-
# INCUMBENTS	18	10	34	70	161	42	1

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

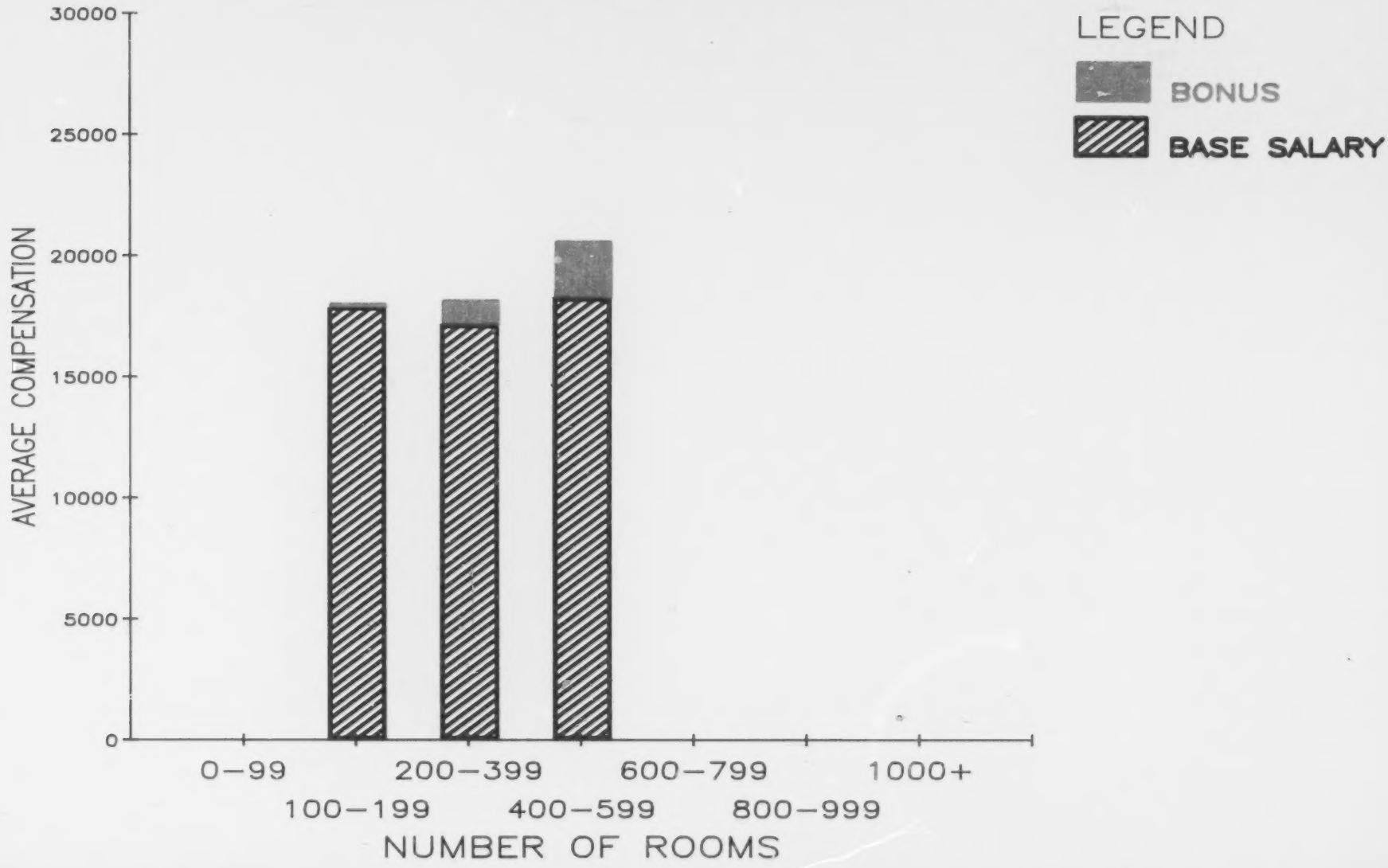
POSITION: RESERVATIONS MANAGER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: RESERVATIONS MANAGER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

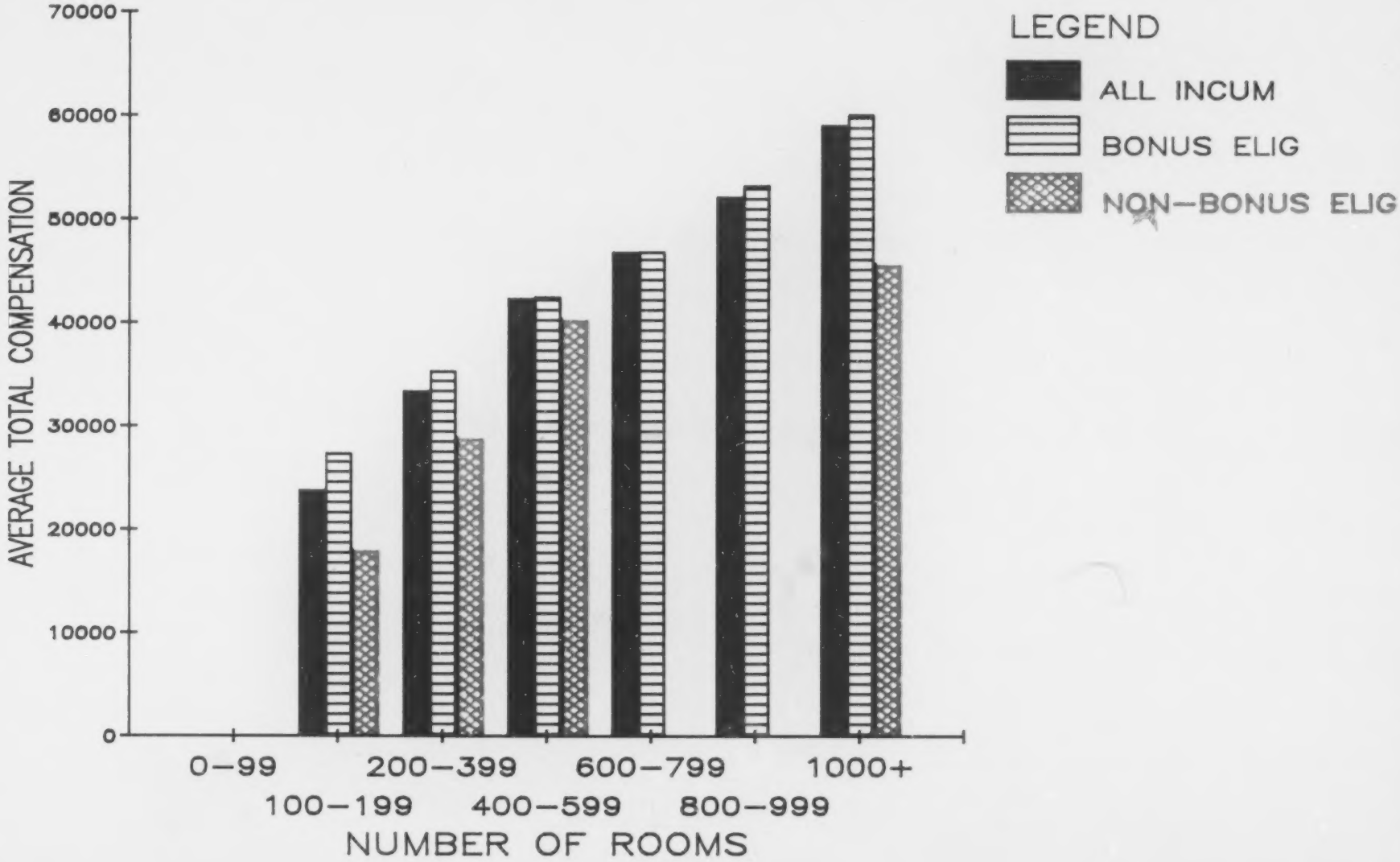
RESERVATIONS MANAGER

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$23,474	$23,202	$22,423	$19,910	$17,952	$16,105	-
75TH PERCENTILE	$26,500	$25,355	$24,833	$22,096	$19,496	$18,217	-
50TH PERCENTILE	$23,057	$22,000	$21,487	$19,431	$16,848	$15,750	-
25TH PERCENTILE	$19,500	$19,581	$19,226	$17,040	$16,287	$13,937	-
# INCUMBENTS	26	14	35	98	119	22	0
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	-	$34,000	-	$18,638	$18,183	$18,038	-
75TH PERCENTILE	-	-	-	$24,996	$25,500	$23,300	-
50TH PERCENTILE	-	$34,000	-	$17,000	$15,600	-	-
25TH PERCENTILE	-	-	-	$16,500	$14,300	$12,775	-
# INCUMBENTS	0	1	0	13	6	2	0
SALARY							
AVERAGE SALARY	-	$23,000	-	$18,277	$17,167	$17,900	-
75TH PERCENTILE	-	-	-	$23,296	$23,000	$23,100	-
50TH PERCENTILE	-	$23,000	-	$17,000	$15,000	-	-
25TH PERCENTILE	-	-	-	$16,500	$14,000	$12,700	-
# INCUMBENTS	0	1	0	13	6	2	0
BONUS							
AVERAGE BONUS	-	$11,000	-	$2,350	$1,017	$138	-
75TH PERCENTILE	-	-	-	$3,000	$1,200	$200	-
50TH PERCENTILE	-	$11,000	-	-	$1,000	-	-
25TH PERCENTILE	-	-	-	$1,700	$500	$75	-
# INCUMBENTS	0	1	0	2	6	2	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$23,474	$22,371	$22,423	$20,104	$17,940	$15,911	-
75TH PERCENTILE	$26,500	$25,100	$24,833	$22,096	$19,419	$16,218	-
50TH PERCENTILE	$23,057	$21,000	$21,487	$19,652	$17,000	$15,750	-
25TH PERCENTILE	$19,500	$19,581	$19,226	$18,000	$16,287	$15,100	-
# INCUMBENTS	26	13	35	85	113	20	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

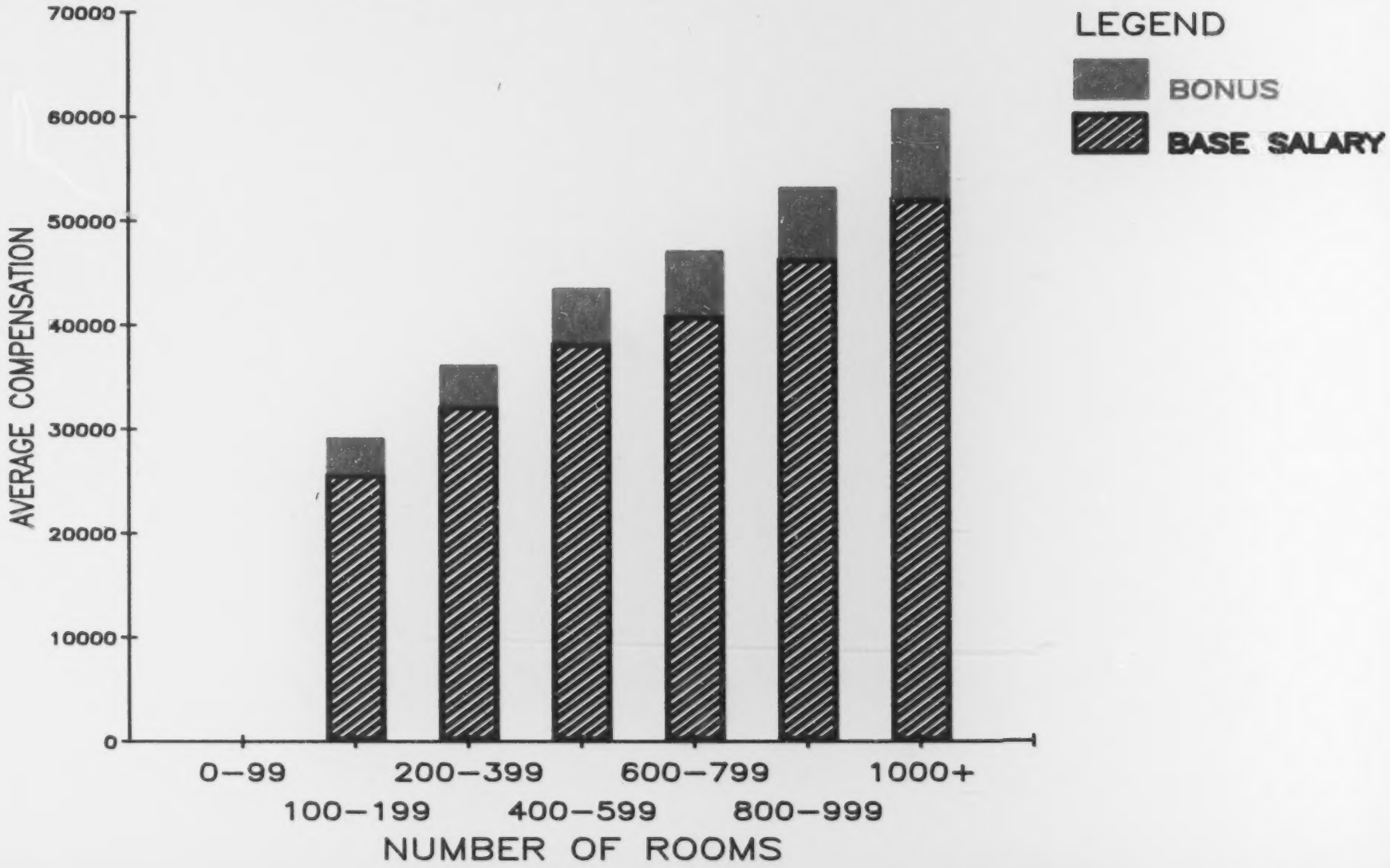
POSITION: CONTROLLER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: CONTROLLER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

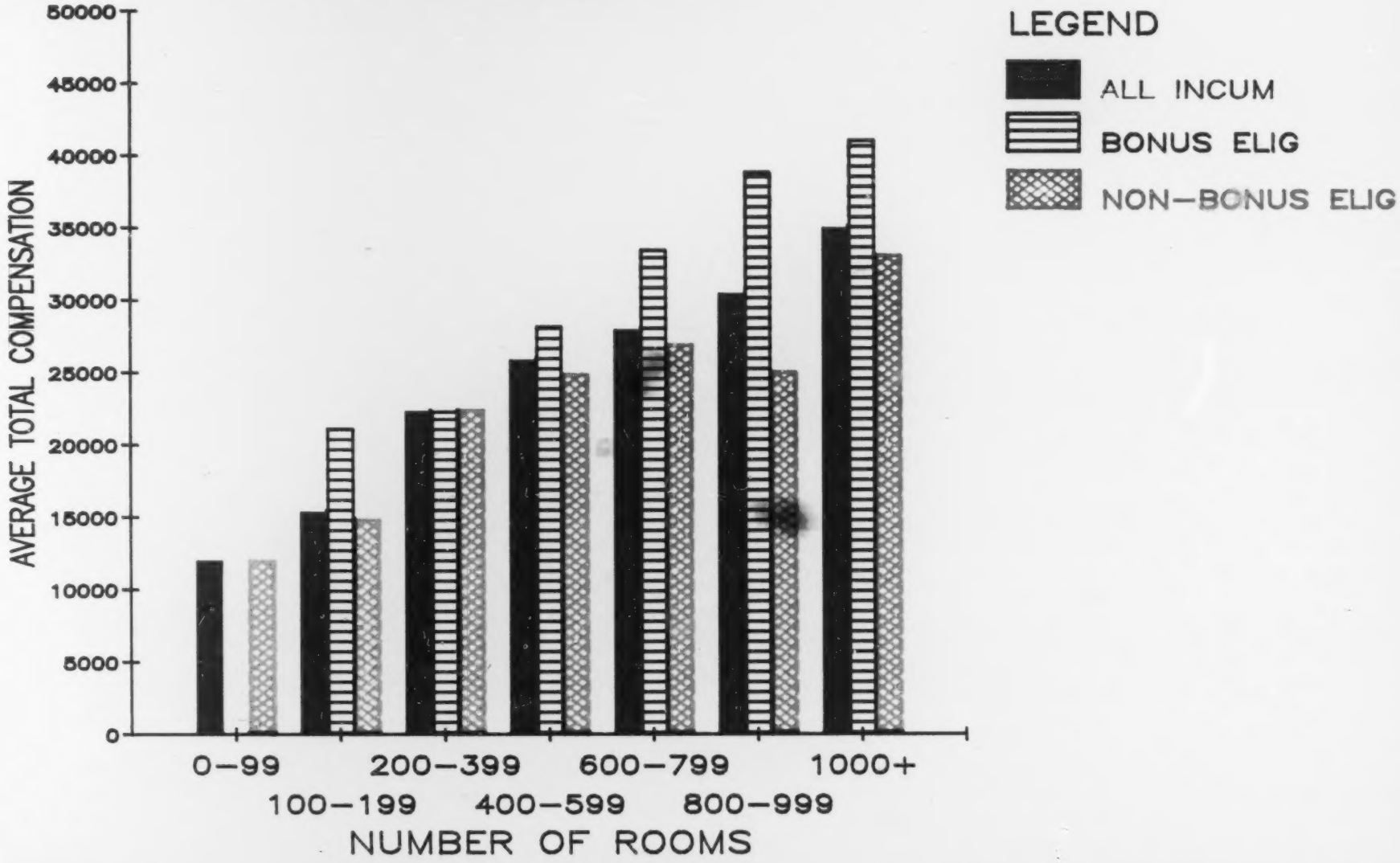
COMPOSITE PAY DATA

FOR

CONTROLLER

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$59,180	$52,263	$46,934	$42,459	$33,524	$23,931	-
75TH PERCENTILE	$63,966	$58,787	$53,536	$45,718	$37,823	$27,285	-
50TH PERCENTILE	$56,159	$48,921	$48,296	$42,768	$31,758	$21,875	-
25TH PERCENTILE	$51,785	$42,271	$41,208	$37,922	$30,125	$18,020	-
# INCUMBENTS	29	14	39	120	197	39	0
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$60,178	$53,337	$46,934	$42,568	$35,424	$27,469	-
75TH PERCENTILE	$66,693	$58,787	$53,536	$45,718	$39,580	$35,050	-
50TH PERCENTILE	$56,419	$48,921	$48,296	$42,873	$35,777	$27,285	-
25TH PERCENTILE	$52,323	$42,451	$41,208	$37,922	$30,000	$20,114	-
# INCUMBENTS	27	13	39	114	139	20	0
SALARY							
AVERAGE SALARY	$51,919	$46,196	$40,736	$38,139	$32,155	$25,600	-
75TH PERCENTILE	$58,500	$55,000	$45,188	$43,000	$36,346	$31,500	-
50TH PERCENTILE	$48,568	$41,000	$41,500	$38,067	$32,000	$27,285	-
25TH PERCENTILE	$45,604	$40,000	$36,727	$33,500	$28,028	$20,114	-
# INCUMBENTS	27	13	39	114	139	20	0
BONUS							
AVERAGE BONUS	$8,920	$7,141	$6,533	$5,548	$4,169	$3,738	-
75TH PERCENTILE	$10,408	$10,787	$8,497	$6,794	$6,167	$6,570	-
50TH PERCENTILE	$8,324	$7,242	$7,371	$5,695	$3,876	$3,850	-
25TH PERCENTILE	$6,518	$2,271	$4,767	$4,000	$2,182	$1,800	-
# INCUMBENTS	25	13	37	91	109	10	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$45,700	$38,300	-	$40,401	$28,969	$18,116	-
75TH PERCENTILE	$45,700	-	-	$44,700	$34,999	$19,260	-
50TH PERCENTILE	-	$38,300	-	$41,500	$26,249	$18,500	-
25TH PERCENTILE	$45,700	-	-	$35,000	$18,079	$16,352	-
# INCUMBENTS	2	1	0	6	58	19	0

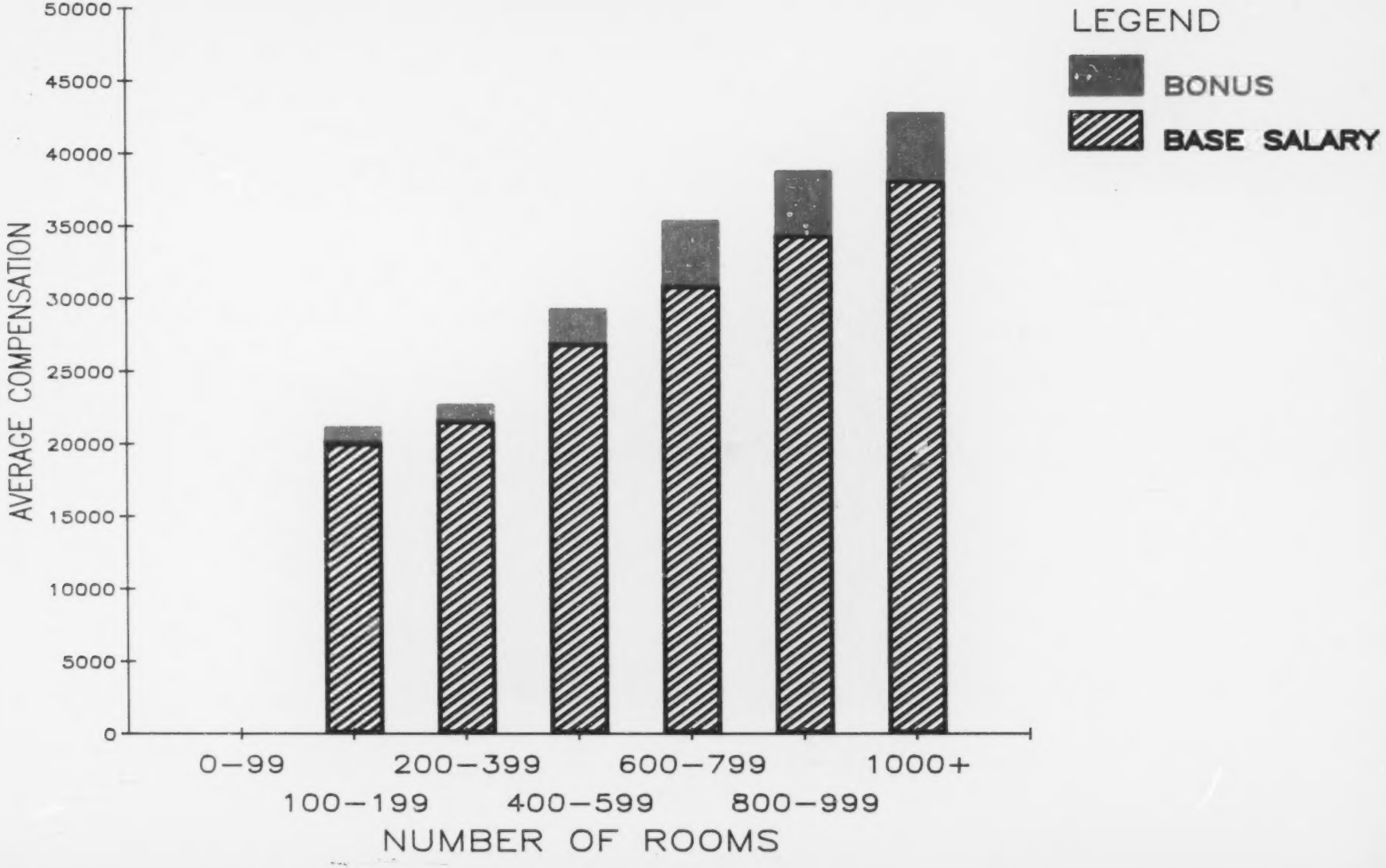
AMERICAN HOTEL AND MOTEL ASSOCIATION
COMPENSATION SURVEY
POSITION: EXECUTIVE HOUSEKEEPER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: EXECUTIVE HOUSEKEEPER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

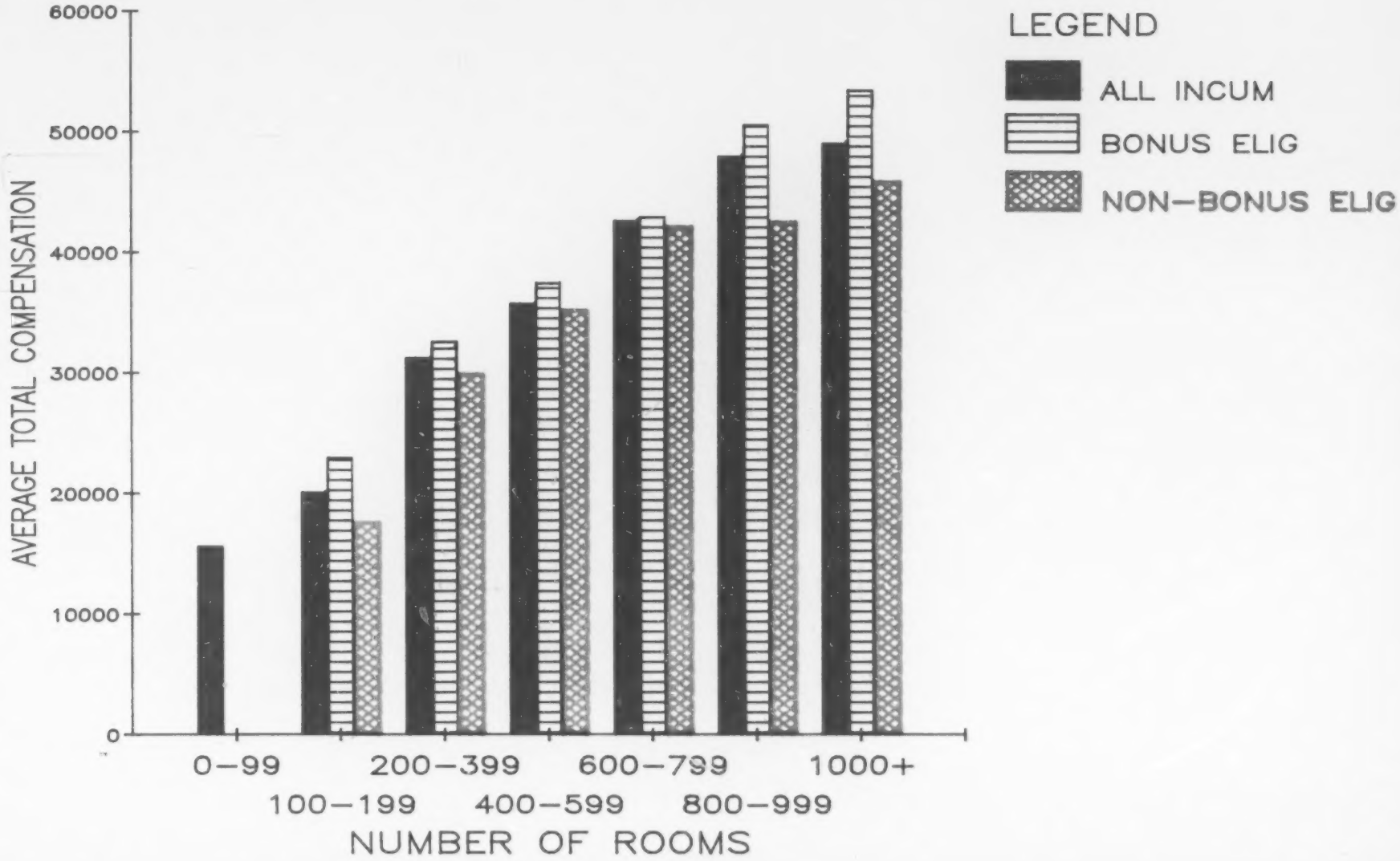
FOR

EXECUTIVE HOUSEKEEPER

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$35,213	$30,681	$28,198	$26,114	$22,563	$15,593	$12,228
75TH PERCENTILE	$39,000	$36,769	$32,306	$29,300	$24,450	$18,000	$14,820
50TH PERCENTILE	$35,204	$27,300	$28,726	$25,000	$23,000	$15,600	$12,500
25TH PERCENTILE	$29,068	$24,000	$23,000	$22,200	$19,170	$12,000	$9,256
# INCUMBENTS	32	15	40	114	213	119	7
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$41,099	$38,904	$33,532	$28,255	$22,386	$21,194	$12,500
75TH PERCENTILE	$48,150	$43,105	$36,250	$31,258	$26,750	$29,301	-
50TH PERCENTILE	$42,134	$43,000	$30,799	$26,750	$21,000	$20,000	$12,500
25TH PERCENTILE	$37,450	$32,035	$29,136	$25,000	$17,750	$15,700	-
# INCUMBENTS	8	6	7	38	24	11	1
SALARY							
AVERAGE SALARY	$38,136	$34,383	$30,898	$26,924	$21,596	$20,066	$12,000
75TH PERCENTILE	$44,279	$38,769	$32,400	$28,000	$26,000	$28,330	-
50TH PERCENTILE	$37,450	$37,000	$30,799	$25,723	$20,287	$17,000	$12,000
25TH PERCENTILE	$34,182	$29,780	$29,136	$25,000	$16,500	$15,000	-
# INCUMBENTS	8	6	7	38	24	11	1
BONUS							
AVERAGE BONUS	$4,741	$4,521	$4,610	$2,529	$1,263	$1,240	$500
75TH PERCENTILE	$5,369	$6,000	$8,957	$3,798	$2,000	$2,200	-
50TH PERCENTILE	$4,375	$4,375	$3,850	$3,010	$1,000	$1,000	$500
25TH PERCENTILE	$4,375	$3,229	$3,708	$1,000	$750	$600	-
# INCUMBENTS	5	6	4	20	15	10	1
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$33,250	$25,199	$27,066	$25,043	$22,586	$15,022	$12,183
75TH PERCENTILE	$38,211	$26,050	$30,888	$28,444	$24,450	$18,000	$14,820
50TH PERCENTILE	$33,500	$24,200	$27,000	$24,500	$23,556	$15,022	$14,300
25TH PERCENTILE	$28,000	$23,500	$22,800	$21,500	$19,200	$12,000	$9,256
# INCUMBENTS	24	9	33	76	189	108	6

AMERICAN HOTEL AND MOTEL ASSOCIATION
COMPENSATION SURVEY

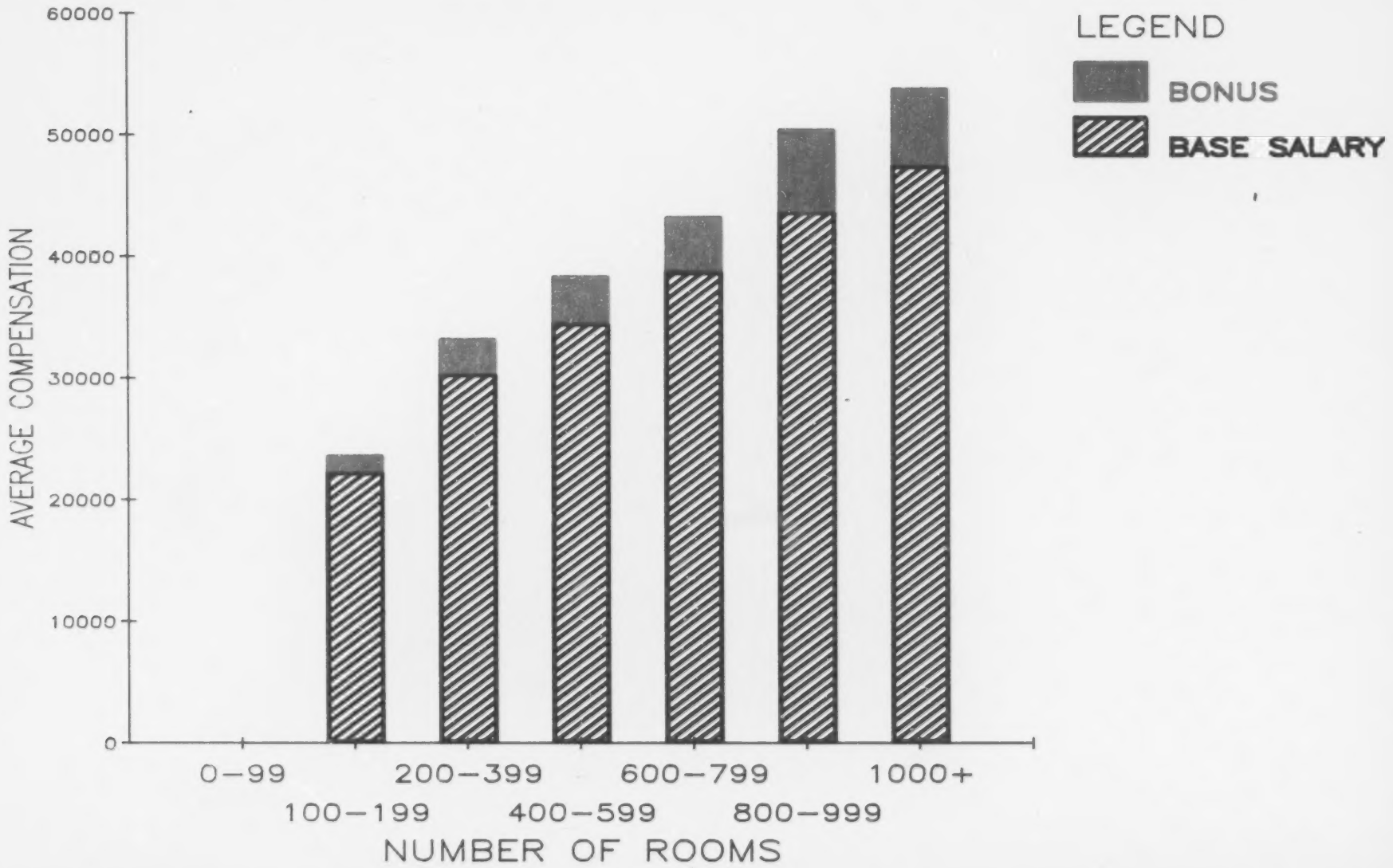
POSITION: CHIEF ENGINEER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: CHIEF ENGINEER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

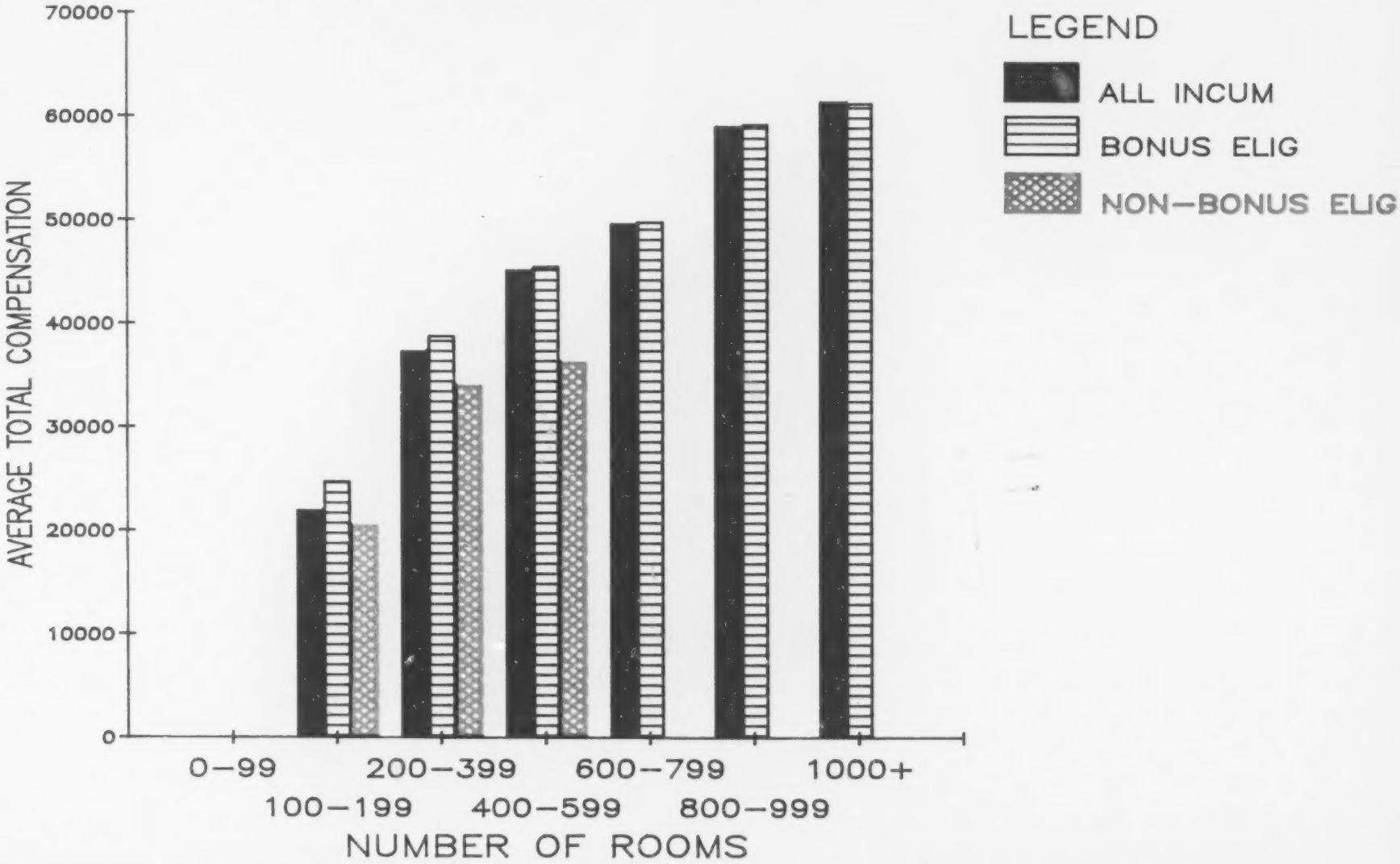
CHIEF ENGINEER

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$49,269	$48,181	$42,844	$35,965	$31,446	$20,296	$15,800
75TH PERCENTILE	$52,208	$53,279	$46,685	$40,329	$35,199	$23,920	$17,600
50TH PERCENTILE	$48,483	$48,870	$42,633	$36,250	$31,778	$18,000	-
25TH PERCENTILE	$46,950	$44,292	$39,500	$32,780	$28,000	$15,600	$14,000
# INCUMBENTS	30	13	40	110	201	67	2
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$53,486	$50,608	$42,990	$37,538	$32,673	$23,045	$14,000
75TH PERCENTILE	$61,677	$53,279	$47,194	$41,553	$37,900	$27,350	-
50TH PERCENTILE	$52,208	$52,572	$41,797	$36,585	$32,000	$23,500	$14,000
25TH PERCENTILE	$47,576	$46,188	$39,418	$34,371	$27,827	$16,600	-
# INCUMBENTS	13	9	31	81	107	17	1
SALARY							
AVERAGE SALARY	$47,501	$43,714	$38,776	$34,573	$30,399	$22,327	$13,000
75TH PERCENTILE	$52,092	$45,600	$42,000	$37,856	$34,658	$25,120	-
50TH PERCENTILE	$44,500	$43,870	$38,500	$35,000	$29,900	$23,500	$13,000
25TH PERCENTILE	$41,500	$42,000	$34,000	$31,400	$26,776	$16,000	-
# INCUMBENTS	13	9	31	81	107	17	1
BONUS							
AVERAGE BONUS	$6,483	$6,894	$4,665	$4,004	$3,042	$1,525	$1,000
75TH PERCENTILE	$8,483	$9,697	$7,208	$5,829	$3,984	$2,750	-
50TH PERCENTILE	$5,000	$6,972	$3,754	$3,280	$2,760	$1,500	$1,000
25TH PERCENTILE	$4,477	$5,000	$3,213	$2,301	$1,721	$700	-
# INCUMBENTS	12	9	28	60	80	8	1
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$46,045	$42,720	$42,343	$35,407	$30,131	$17,801	$17,600
75TH PERCENTILE	$49,000	$55,913	$44,935	$38,864	$34,788	$21,216	-
50TH PERCENTILE	$47,500	$44,292	$43,000	$36,400	$29,341	$18,000	$17,600
25TH PERCENTILE	$45,000	$36,305	$39,500	$32,780	$23,099	$15,000	-
# INCUMBENTS	17	4	9	29	94	50	1

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

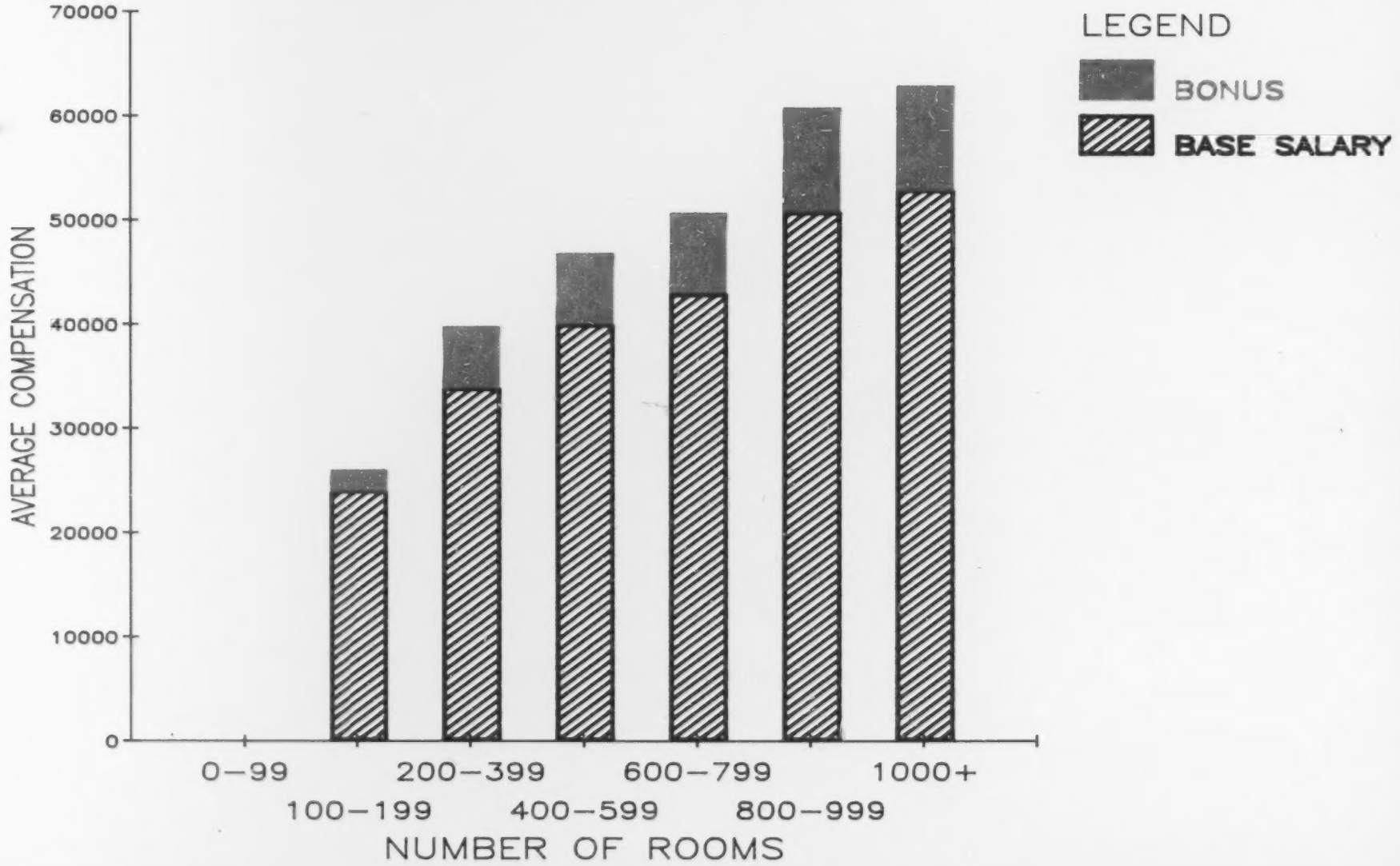
POSITION: DIRECTOR OF SALES & MARKETING



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: DIRECTOR OF SALES & MARKETING



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

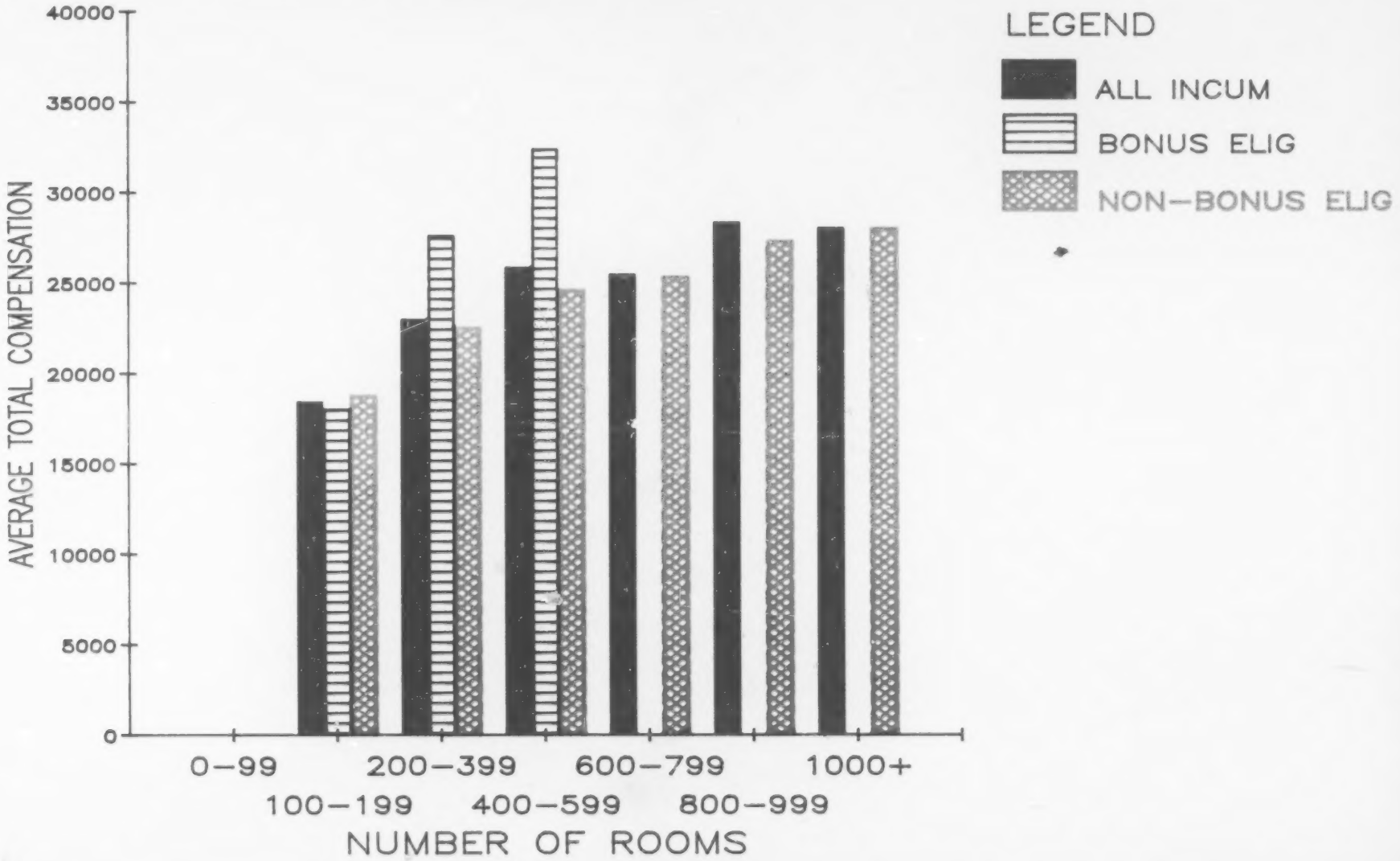
DIRECTOR OF SALES & MARKETING

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$61,618	$59,252	$49,862	$45,396	$37,565	$22,192	-
75TH PERCENTILE	$71,000	$73,441	$57,965	$51,100	$42,210	$26,037	-
50TH PERCENTILE	$62,994	$55,669	$49,896	$45,000	$36,084	$17,750	-
25TH PERCENTILE	$51,140	$52,581	$43,150	$41,042	$35,124	$14,400	-
# INCUMBENTS	30	12	40	108	183	40	0
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$61,294	$59,252	$49,862	$45,565	$38,890	$24,811	-
75TH PERCENTILE	$69,087	$73,441	$57,965	$51,000	$45,000	$30,484	-
50TH PERCENTILE	$62,761	$55,669	$49,896	$45,000	$39,055	$25,911	-
25TH PERCENTILE	$51,140	$52,581	$43,150	$41,042	$33,732	$17,500	-
# INCUMBENTS	29	12	40	106	132	15	0
SALARY							
AVERAGE SALARY	$52,957	$50,840	$42,979	$40,069	$33,967	$24,126	-
75TH PERCENTILE	$60,000	$60,000	$47,632	$45,000	$38,000	$29,484	-
50TH PERCENTILE	$53,144	$50,000	$43,000	$39,789	$34,000	$25,000	-
25TH PERCENTILE	$45,000	$45,000	$38,500	$36,000	$30,060	$17,500	-
# INCUMBENTS	29	12	40	106	132	15	0
BONUS							
AVERAGE BONUS	$10,074	$10,094	$7,866	$6,936	$6,017	$2,055	-
75TH PERCENTILE	$13,937	$11,285	$10,770	$8,529	$7,845	$3,794	-
50TH PERCENTILE	$9,850	$9,594	$7,084	$6,658	$5,361	$1,000	-
25TH PERCENTILE	$6,432	$8,081	$5,466	$4,126	$3,000	$843	-
# INCUMBENTS	24	10	35	84	108	5	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$71,000	-	-	$36,400	$34,134	$20,620	-
75TH PERCENTILE	-	-	-	$53,000	$36,084	$25,000	-
50TH PERCENTILE	$71,000	-	-	-	$32,000	$18,000	-
25TH PERCENTILE	-	-	-	$19,800	$23,833	$15,600	-
# INCUMBENTS	1	0	0	2	51	25	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

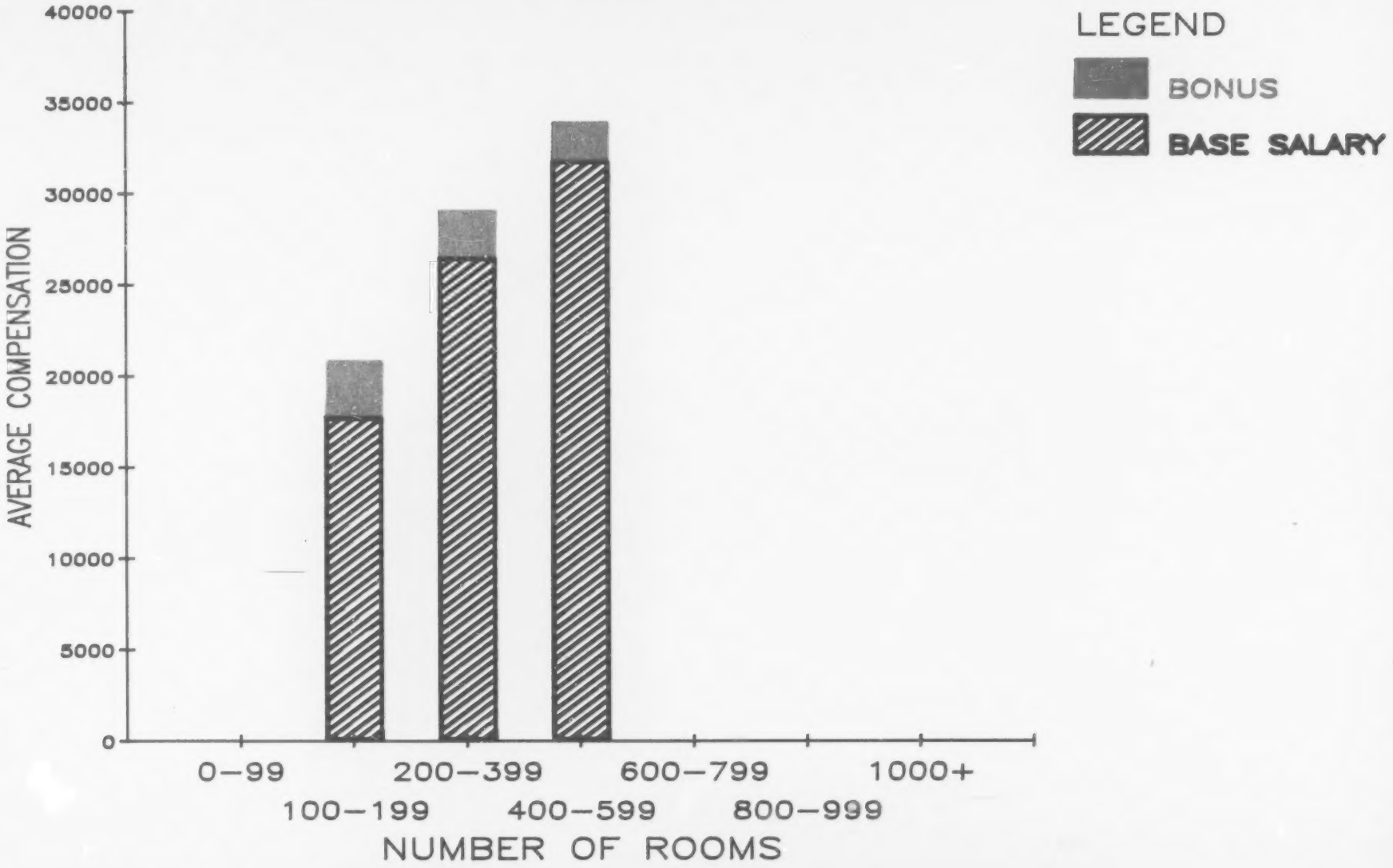
POSITION: SENIOR SALES MANAGER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: SENIOR SALES MANAGER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

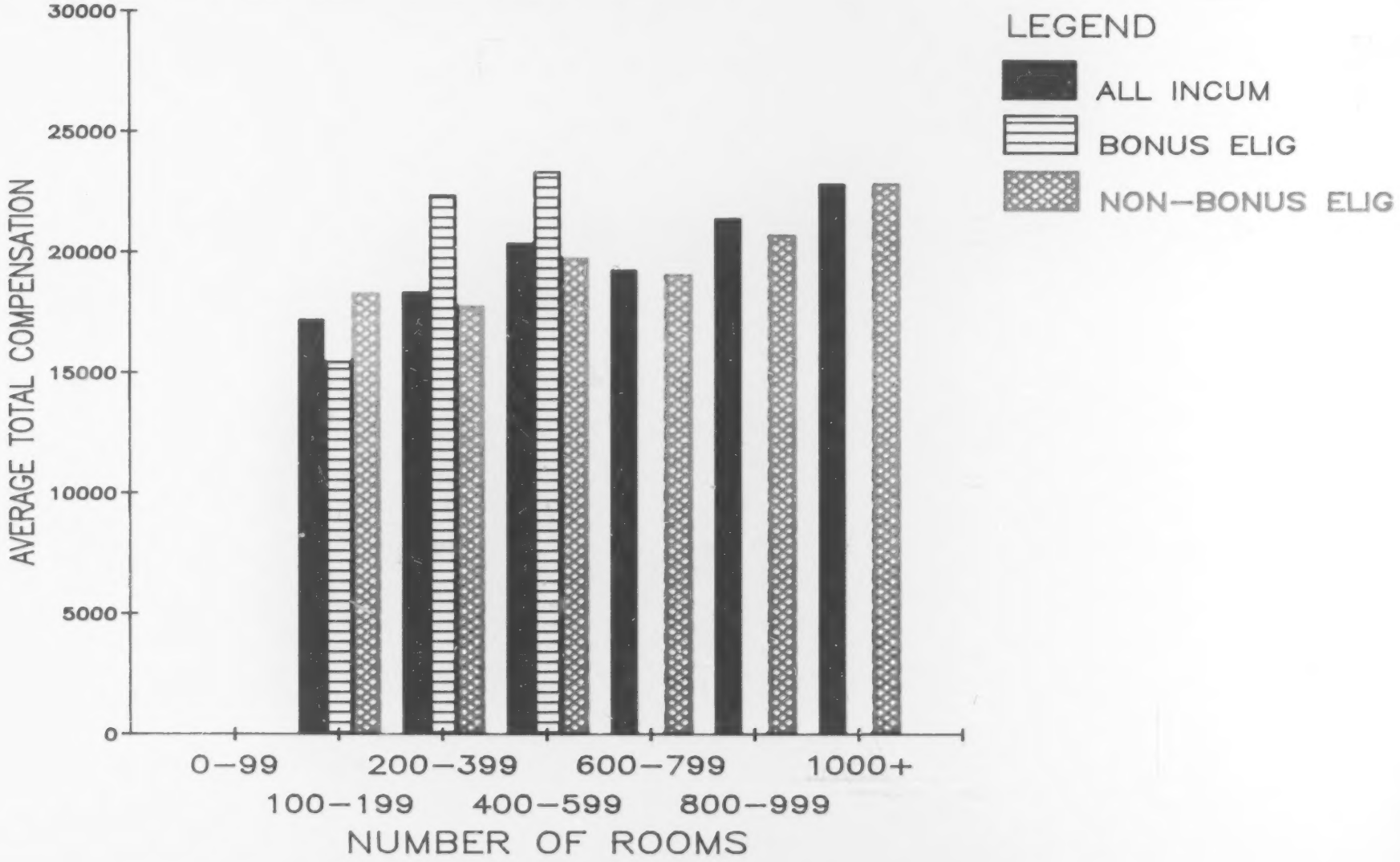
SENIOR SALES MANAGER

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$28,151	$28,457	$25,577	$25,971	$23,103	$18,541	$14,300
75TH PERCENTILE	$31,743	$29,333	$27,000	$28,323	$24,567	$20,000	-
50TH PERCENTILE	$28,720	$27,500	$25,582	$24,982	$23,500	$18,200	$14,300
25TH PERCENTILE	$24,073	$25,745	$23,683	$22,022	$20,644	$16,380	-
# INCUMBENTS	32	13	37	95	155	49	1
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	-	$40,500	$29,581	$32,440	$27,666	$18,086	$14,300
75TH PERCENTILE	-	-	-	$39,500	$30,280	$19,500	-
50TH PERCENTILE	-	$40,500	$29,581	$29,752	$24,704	$16,900	$14,300
25TH PERCENTILE	-	-	-	$25,500	$22,100	$15,600	-
# INCUMBENTS	0	1	1	6	13	22	1
SALARY							
AVERAGE SALARY	-	$40,000	$28,331	$31,867	$26,569	$17,797	$14,300
75TH PERCENTILE	-	-	-	$36,000	$27,075	$19,500	-
50TH PERCENTILE	-	$40,000	$28,331	$29,752	$24,700	$16,900	$14,300
25TH PERCENTILE	-	-	-	$25,500	$22,100	$15,600	-
# INCUMBENTS	0	1	1	6	13	22	1
BONUS							
AVERAGE BONUS	-	$500	$1,250	$2,150	$2,632	$3,174	-
75TH PERCENTILE	-	-	-	$3,500	$3,700	$4,300	-
50TH PERCENTILE	-	$500	$1,250	$2,500	$2,500	-	-
25TH PERCENTILE	-	-	-	$1,600	$2,000	$2,048	-
# INCUMBENTS	0	1	1	4	5	2	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$28,151	$27,453	$25,466	$24,759	$22,669	$18,912	-
75TH PERCENTILE	$31,743	$29,333	$27,000	$26,926	$24,567	$20,000	-
50TH PERCENTILE	$28,720	$27,500	$25,582	$24,301	$23,346	$18,150	-
25TH PERCENTILE	$24,073	$25,745	$23,683	$21,892	$20,600	$17,002	-
# INCUMBENTS	32	12	36	80	142	27	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

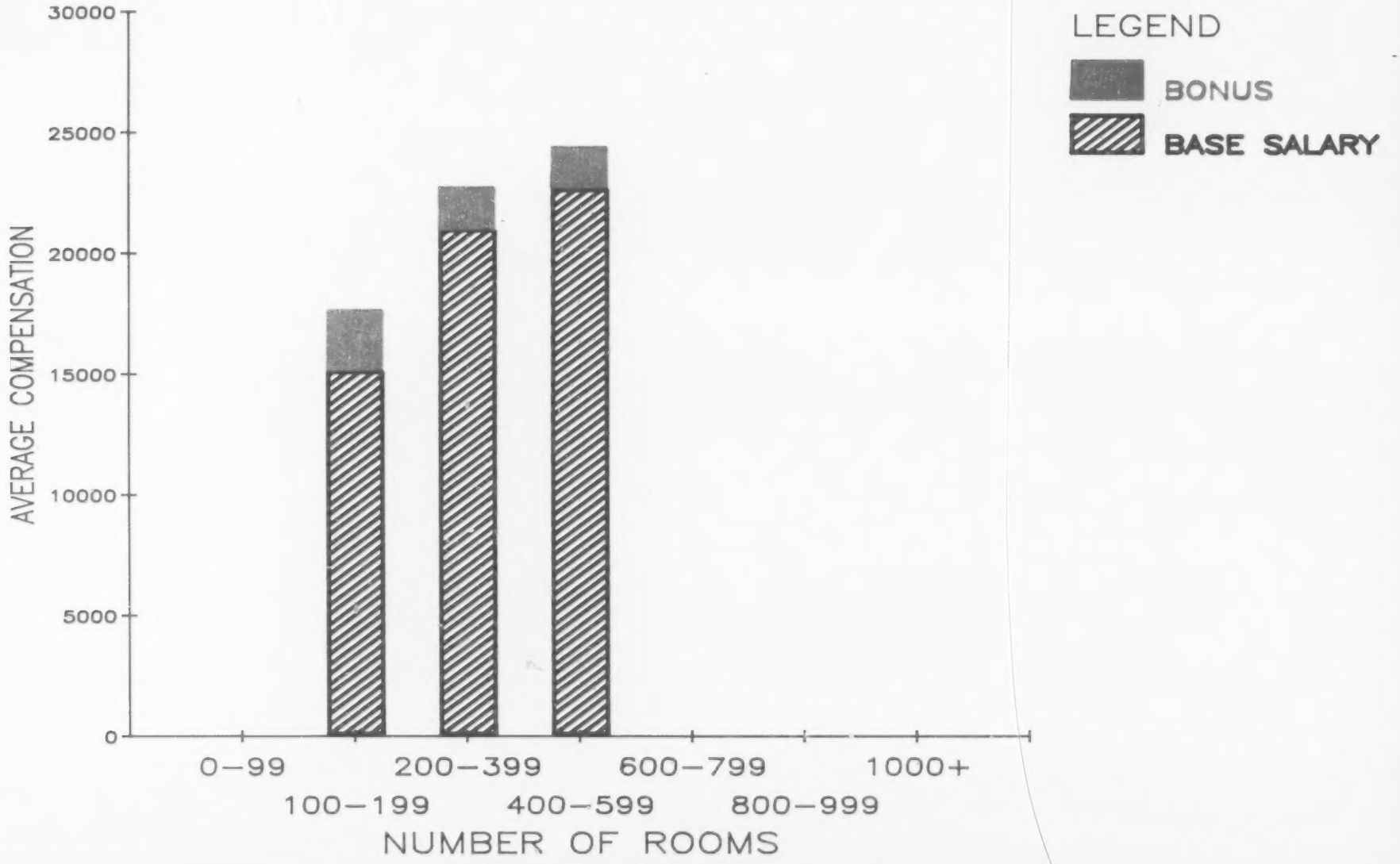
POSITION: JUNIOR SALES MANAGER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: JUNIOR SALES MANAGER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

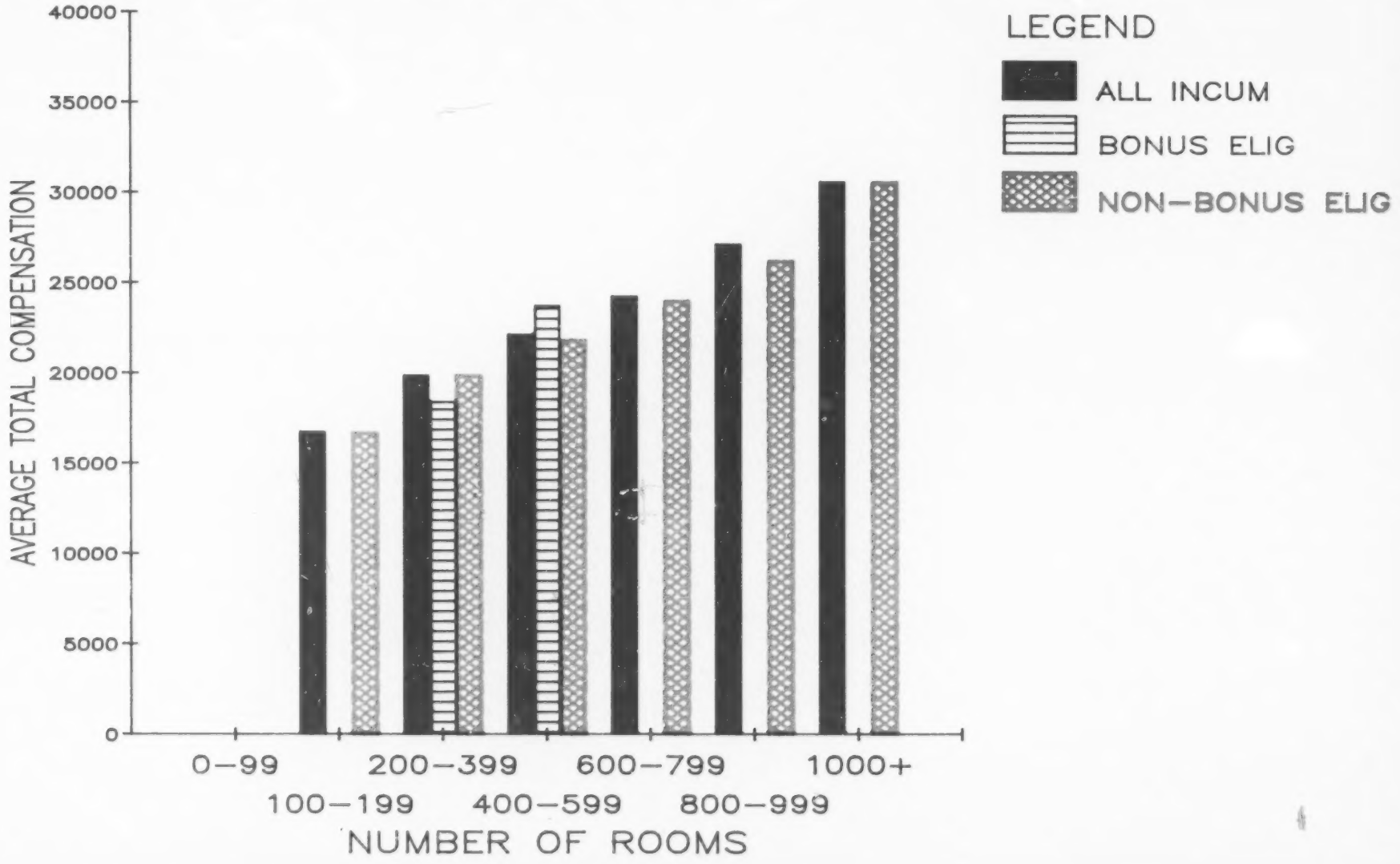
JUNIOR SALES MANAGER

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$22,903	$21,465	$19,332	$20,443	$18,409	$17,263	-
75TH PERCENTILE	$25,593	$24,304	$20,696	$22,000	$20,000	$19,025	-
50TH PERCENTILE	$22,125	$19,933	$18,990	$20,000	$18,362	$15,600	-
25TH PERCENTILE	$19,783	$18,500	$17,540	$17,917	$17,000	$13,000	-
# INCUMBENTS	31	14	39	103	164	39	0
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	-	$30,500	$27,212	$23,386	$22,399	$15,504	-
75TH PERCENTILE	-	-	-	$27,770	$25,743	$15,600	-
50TH PERCENTILE	-	$30,500	$27,212	$25,600	$22,660	$13,780	-
25TH PERCENTILE	-	-	-	$19,186	$21,350	$13,000	-
# INCUMBENTS	0	1	1	18	21	15	0
SALARY							
AVERAGE SALARY	-	$30,000	$25,337	$22,683	$21,021	$15,159	-
75TH PERCENTILE	-	-	-	$25,413	$24,462	$15,600	-
50TH PERCENTILE	-	$30,000	$25,337	$24,695	$21,308	$13,780	-
25TH PERCENTILE	-	-	-	$20,593	$19,740	$13,000	-
# INCUMBENTS	0	1	1	18	21	15	0
BONUS							
AVERAGE BONUS	-	$500	$1,875	$1,807	$1,809	$2,588	-
75TH PERCENTILE	-	-	-	$2,450	$3,250	$4,175	-
50TH PERCENTILE	-	$500	$1,875	$1,600	$1,700	-	-
25TH PERCENTILE	-	-	-	$1,000	$1,000	$1,000	-
# INCUMBENTS	0	1	1	7	16	2	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$22,903	$20,770	$19,124	$19,819	$17,823	$18,363	-
75TH PERCENTILE	$25,593	$23,000	$20,500	$21,150	$19,500	$20,000	-
50TH PERCENTILE	$22,125	$19,750	$18,990	$19,500	$18,025	$18,150	-
25TH PERCENTILE	$19,783	$18,500	$17,540	$17,524	$16,480	$16,800	-
# INCUMBENTS	31	13	38	85	143	24	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

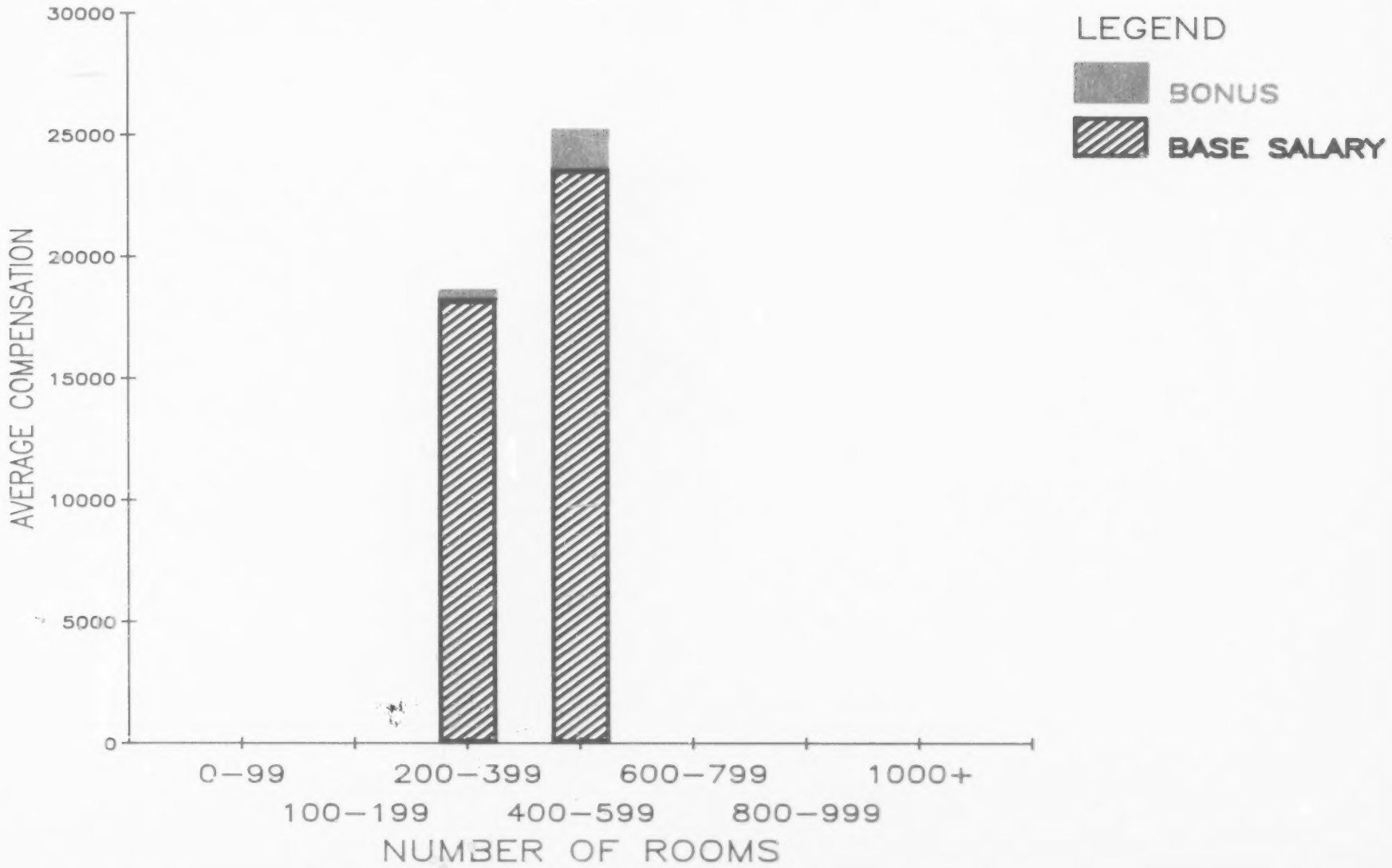
POSITION: SECURITY DIRECTOR



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: SECURITY DIRECTOR



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

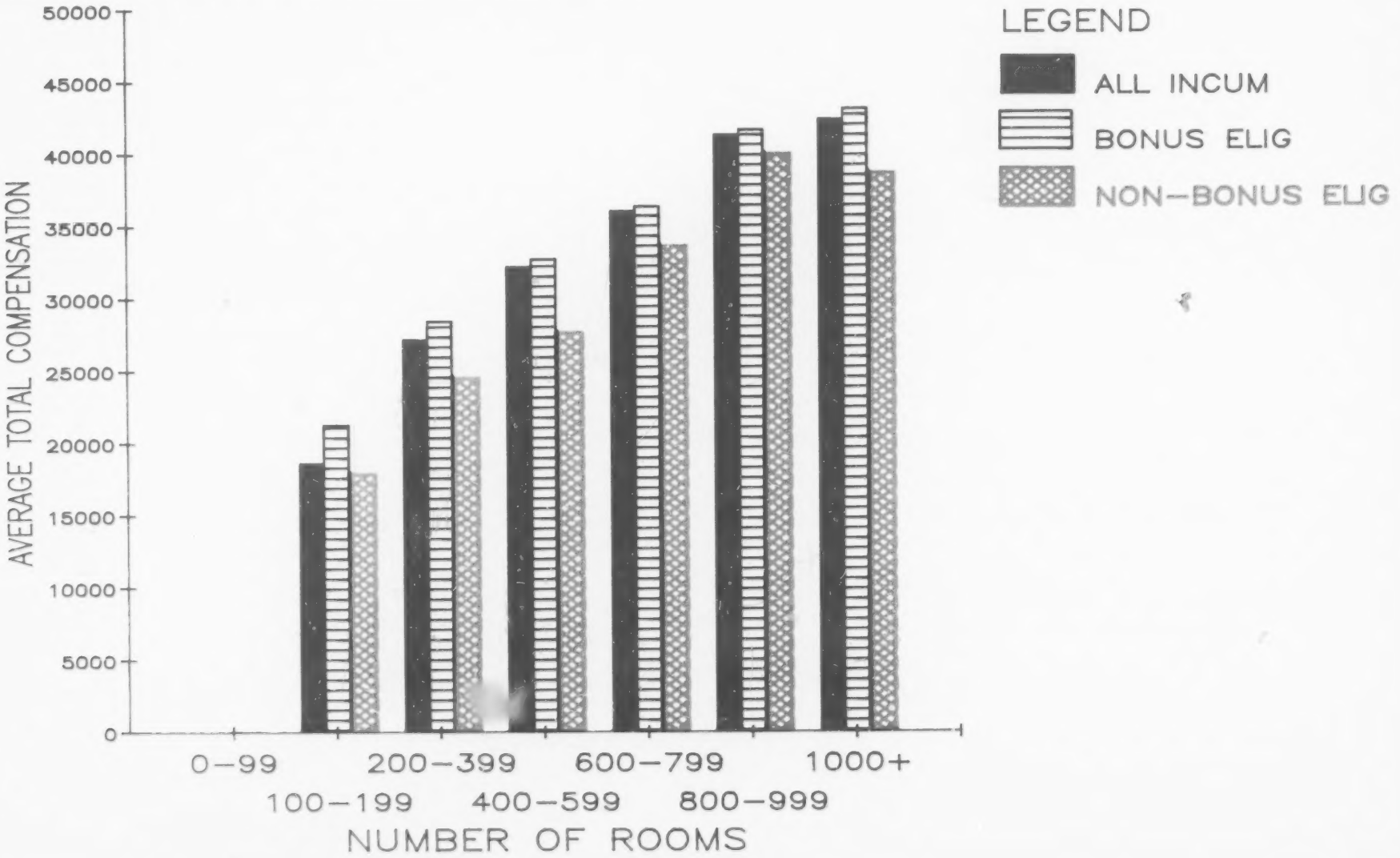
SECURITY DIRECTOR

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$30,690	$27,237	$24,348	$22,231	$19,969	$16,832	-
75TH PERCENTILE	$35,986	$30,000	$27,300	$24,000	$23,760	$19,991	-
50TH PERCENTILE	$30,000	$26,075	$25,000	$22,620	$20,436	$17,040	-
25TH PERCENTILE	$26,440	$24,000	$21,500	$19,850	$17,859	$16,000	-
# INCUMBENTS	32	14	39	99	106	19	0
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	-	$38,960	$33,000	$23,778	$18,450	-	-
75TH PERCENTILE	-	-	-	$31,169	$21,700	-	-
50TH PERCENTILE	-	$38,960	$33,000	$25,500	-	-	-
25TH PERCENTILE	-	-	-	$23,000	$15,200	-	-
# INCUMBENTS	0	1	1	15	2	0	0
SALARY							
AVERAGE SALARY	-	$35,360	$33,000	$23,545	$18,200	-	-
75TH PERCENTILE	-	-	-	$30,000	$21,200	-	-
50TH PERCENTILE	-	$35,360	$33,000	$24,000	-	-	-
25TH PERCENTILE	-	-	-	$23,000	$15,200	-	-
# INCUMBENTS	0	1	1	15	2	0	0
BONUS							
AVERAGE BONUS	-	$3,600	-	$1,750	$500	-	-
75TH PERCENTILE	-	-	-	$3,000	-	-	-
50TH PERCENTILE	-	$3,600	-	-	$500	-	-
25TH PERCENTILE	-	-	-	$500	-	-	-
# INCUMBENTS	0	1	0	2	1	0	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$30,690	$26,335	$24,120	$21,955	$19,999	$16,832	-
75TH PERCENTILE	$35,986	$30,000	$27,285	$24,200	$23,760	$19,991	-
50TH PERCENTILE	$30,000	$25,500	$25,000	$22,088	$20,398	$17,040	-
25TH PERCENTILE	$26,440	$24,000	$21,500	$19,656	$17,920	$16,000	-
# INCUMBENTS	32	13	38	84	104	19	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

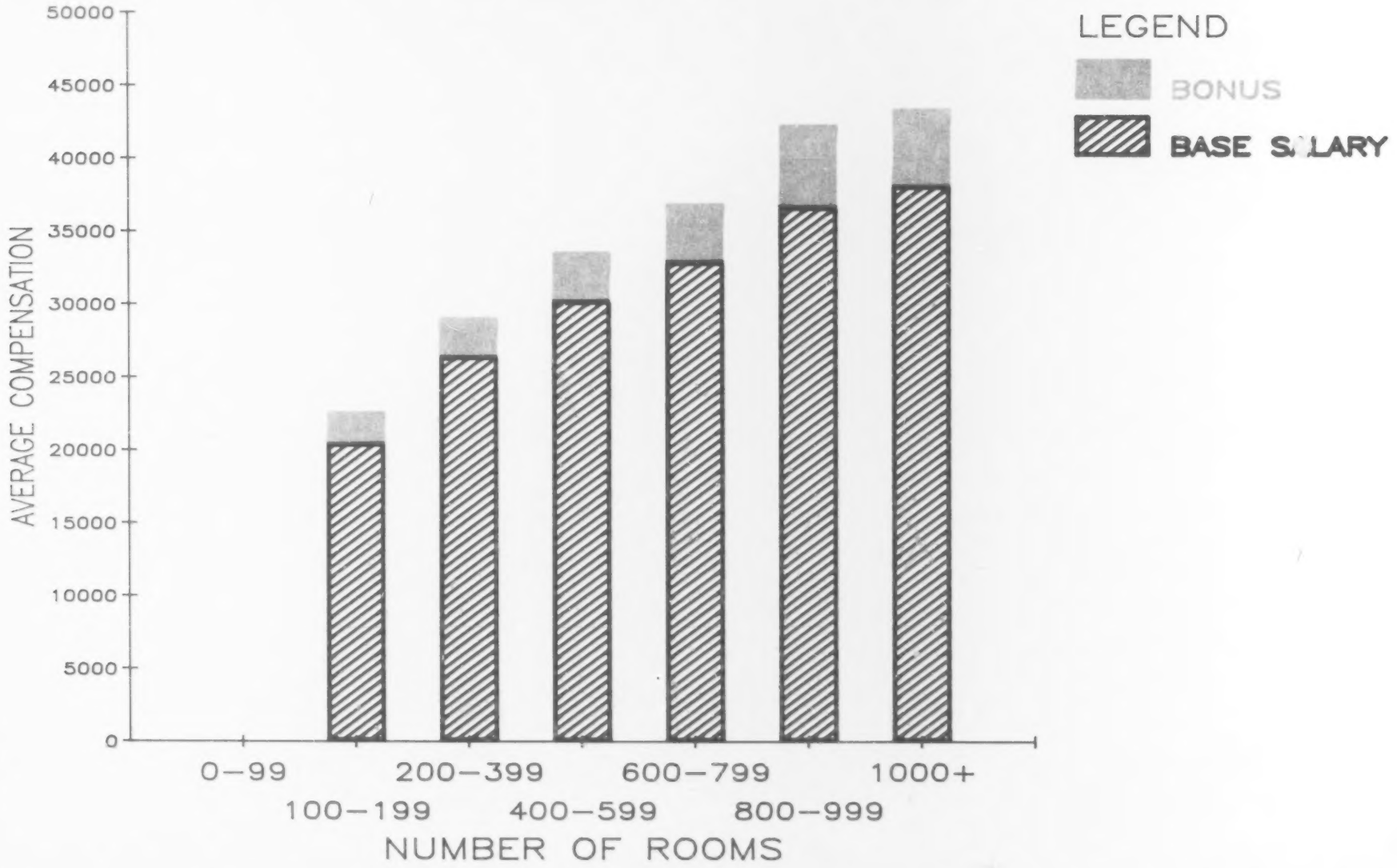
POSITION: PERSONNEL DIRECTOR



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: PERSONNEL DIRECTOR



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

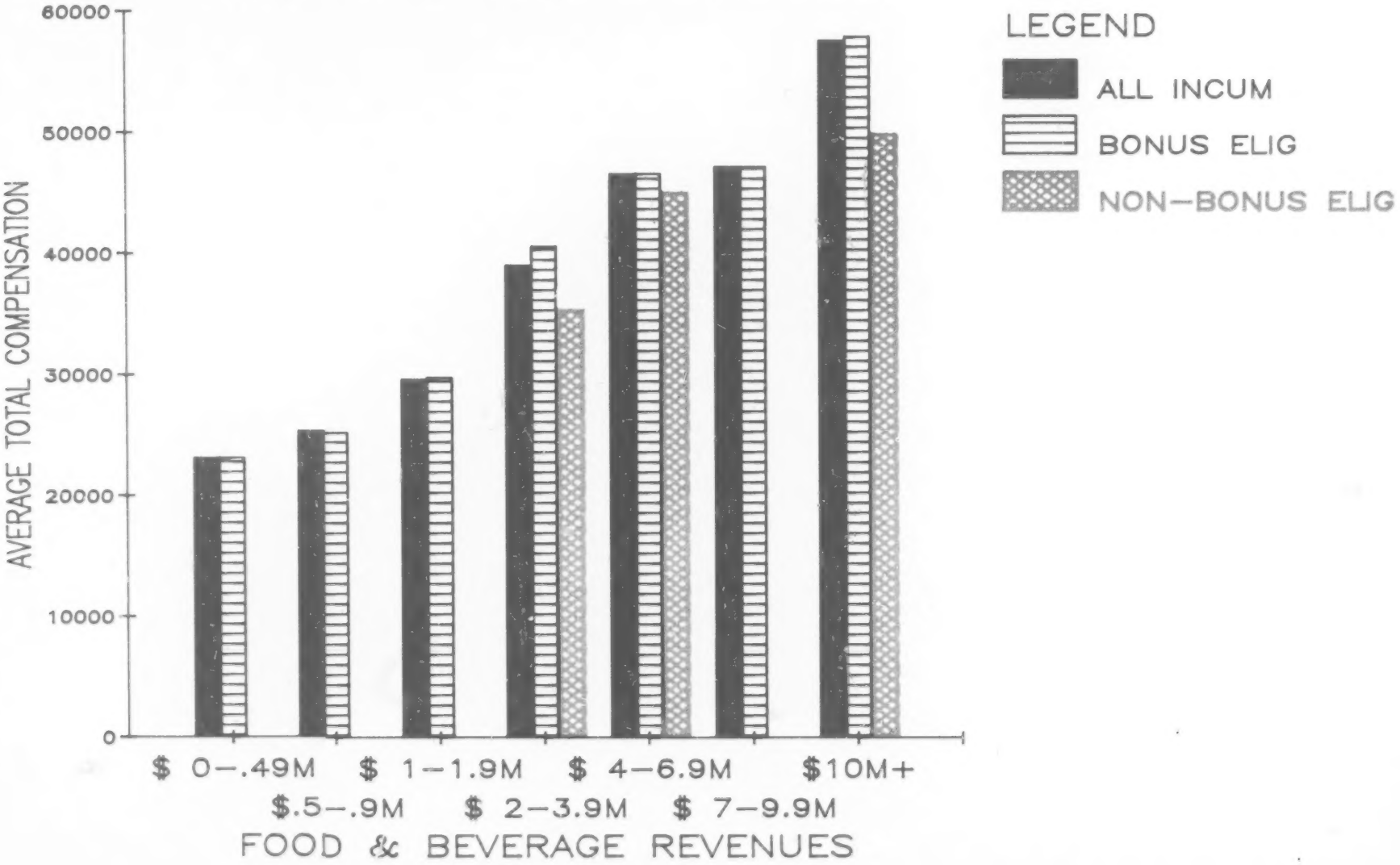
PERSONNEL DIRECTOR

NUMBER OF ROOMS	1000+	800-999	600-799	400-599	200-399	100-199	0-99
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$42,434	$41,365	$36,098	$32,265	$27,230	$18,678	-
75TH PERCENTILE	$45,409	$42,331	$41,432	$35,761	$30,030	$22,170	-
50TH PERCENTILE	$41,221	$39,685	$37,130	$31,169	$25,951	$19,070	-
25TH PERCENTILE	$38,400	$36,520	$31,176	$27,880	$25,185	$17,032	-
# INCUMBENTS	29	13	39	110	177	25	0
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$43,192	$41,739	$36,441	$32,810	$28,514	$21,326	-
75TH PERCENTILE	$47,212	$45,763	$41,432	$36,255	$32,011	$22,170	-
50TH PERCENTILE	$41,544	$39,685	$37,774	$31,866	$28,461	$21,980	-
25TH PERCENTILE	$39,591	$35,084	$32,629	$28,700	$25,000	$19,740	-
# INCUMBENTS	24	10	34	98	118	5	0
SALARY							
AVERAGE SALARY	$38,115	$36,628	$32,871	$30,201	$26,392	$20,446	-
75TH PERCENTILE	$42,000	$37,500	$36,568	$32,015	$28,704	$20,995	-
50TH PERCENTILE	$38,000	$33,500	$33,376	$30,000	$26,000	$20,520	-
25TH PERCENTILE	$35,250	$31,200	$28,000	$26,770	$24,000	$19,740	-
# INCUMBENTS	24	10	34	98	118	5	0
BONUS							
AVERAGE BONUS	$5,298	$5,679	$4,046	$3,409	$2,722	$2,200	-
75TH PERCENTILE	$6,921	$6,605	$5,130	$4,613	$3,933	$2,750	-
50TH PERCENTILE	$4,631	$6,127	$3,786	$3,080	$2,529	-	-
25TH PERCENTILE	$3,293	$4,612	$2,833	$1,882	$1,400	$1,650	-
# INCUMBENTS	23	9	30	75	92	2	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$38,796	$40,117	$33,769	$27,809	$24,661	$18,016	-
75TH PERCENTILE	$39,933	$42,331	$37,366	$30,637	$26,250	$19,020	-
50TH PERCENTILE	$38,971	$41,500	$32,830	$27,169	$23,000	$17,516	-
25TH PERCENTILE	$37,423	$36,520	$30,844	$26,471	$19,750	$16,100	-
# INCUMBENTS	5	3	5	12	59	20	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

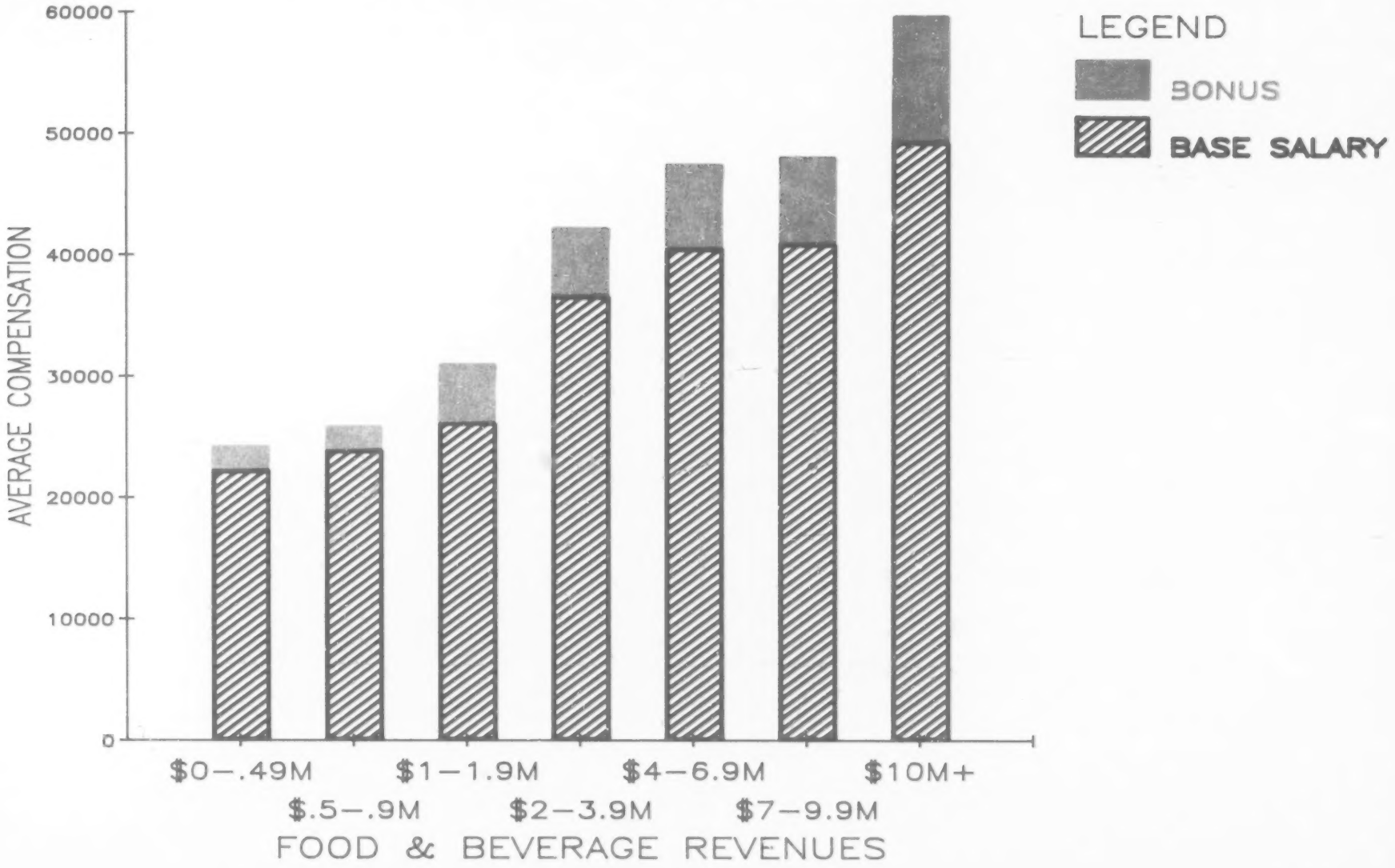
POSITION: DIRECTOR OF FOOD & BEVERAGE



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: DIRECTOR OF FOOD & BEVERAGE



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

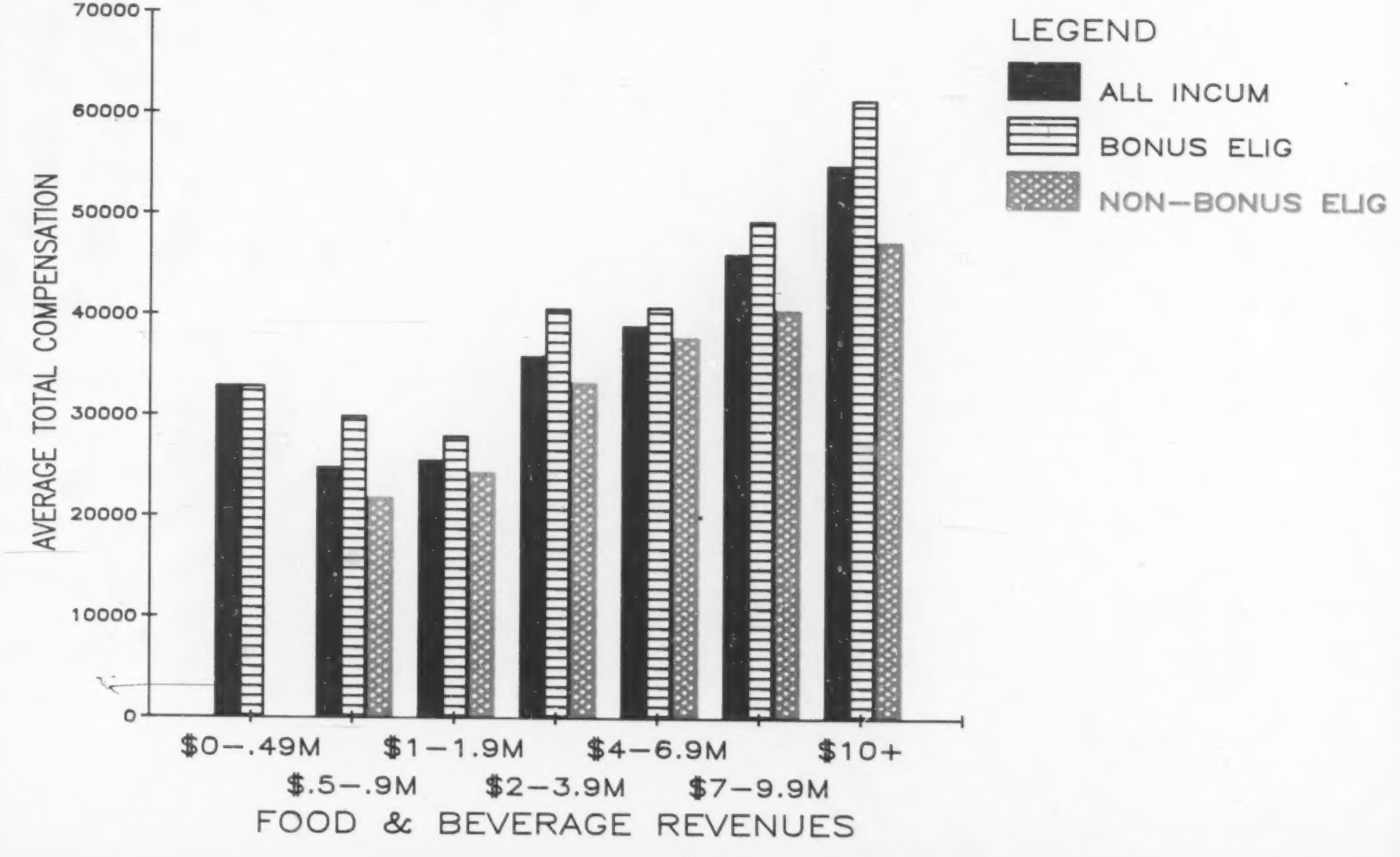
DIRECTOR OF FOOD & BEVERAGE

FOOD & BEVERAGE REVENUES	10M+	7.0M-9.9M	4.0M-6.9M	2.0M-3.9M	1.0M-1.9M	.5M-.9M	0-.49
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$57,706	$47,287	$46,702	$39,152	$29,727	$25,410	$23,210
75TH PERCENTILE	$66,387	$51,066	$51,309	$44,278	$35,000	$28,861	$27,000
50TH PERCENTILE	$58,003	$46,783	$43,654	$35,800	$29,895	$23,600	$24,724
25TH PERCENTILE	$49,138	$41,734	$39,911	$35,638	$26,000	$20,998	$20,499
# INCUMBENTS	50	50	97	147	53	34	11
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$58,027	$47,287	$46,734	$40,708	$29,874	$25,332	$23,210
75TH PERCENTILE	$67,151	$51,066	$51,448	$45,000	$35,000	$28,861	$27,000
50TH PERCENTILE	$59,414	$46,783	$43,654	$40,020	$30,000	$23,000	$24,724
25TH PERCENTILE	$49,144	$41,734	$39,840	$35,000	$26,025	$20,998	$20,499
# INCUMBENTS	48	50	95	103	52	33	11
SALARY							
AVERAGE SALARY	$49,382	$40,979	$40,586	$36,647	$26,248	$23,957	$22,300
75TH PERCENTILE	$55,543	$45,000	$44,500	$41,172	$30,000	$27,499	$25,000
50TH PERCENTILE	$48,000	$40,000	$40,000	$36,850	$26,505	$23,000	$24,000
25TH PERCENTILE	$44,050	$36,000	$34,000	$32,400	$24,000	$19,760	$19,999
# INCUMBENTS	48	50	95	103	52	33	11
BONUS							
AVERAGE BONUS	$10,375	$7,168	$6,953	$5,651	$4,835	$1,972	$2,003
75TH PERCENTILE	$13,500	$9,525	$9,147	$8,200	$10,000	$2,600	$3,000
50TH PERCENTILE	$10,804	$6,967	$6,293	$4,577	$2,700	$2,089	$2,092
25TH PERCENTILE	$8,164	$5,000	$3,600	$3,000	$1,138	$1,000	$1,000
# INCUMBENTS	46	44	84	74	39	23	5
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$50,000	-	$45,175	$35,510	$22,100	$28,000	-
75TH PERCENTILE	$51,000	-	$49,650	$37,558	-	-	-
50TH PERCENTILE	-	-	-	$35,638	$22,100	$28,000	-
25TH PERCENTILE	$49,000	-	$40,700	$30,000	-	-	-
# INCUMBENTS	2	0	2	44	1	1	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

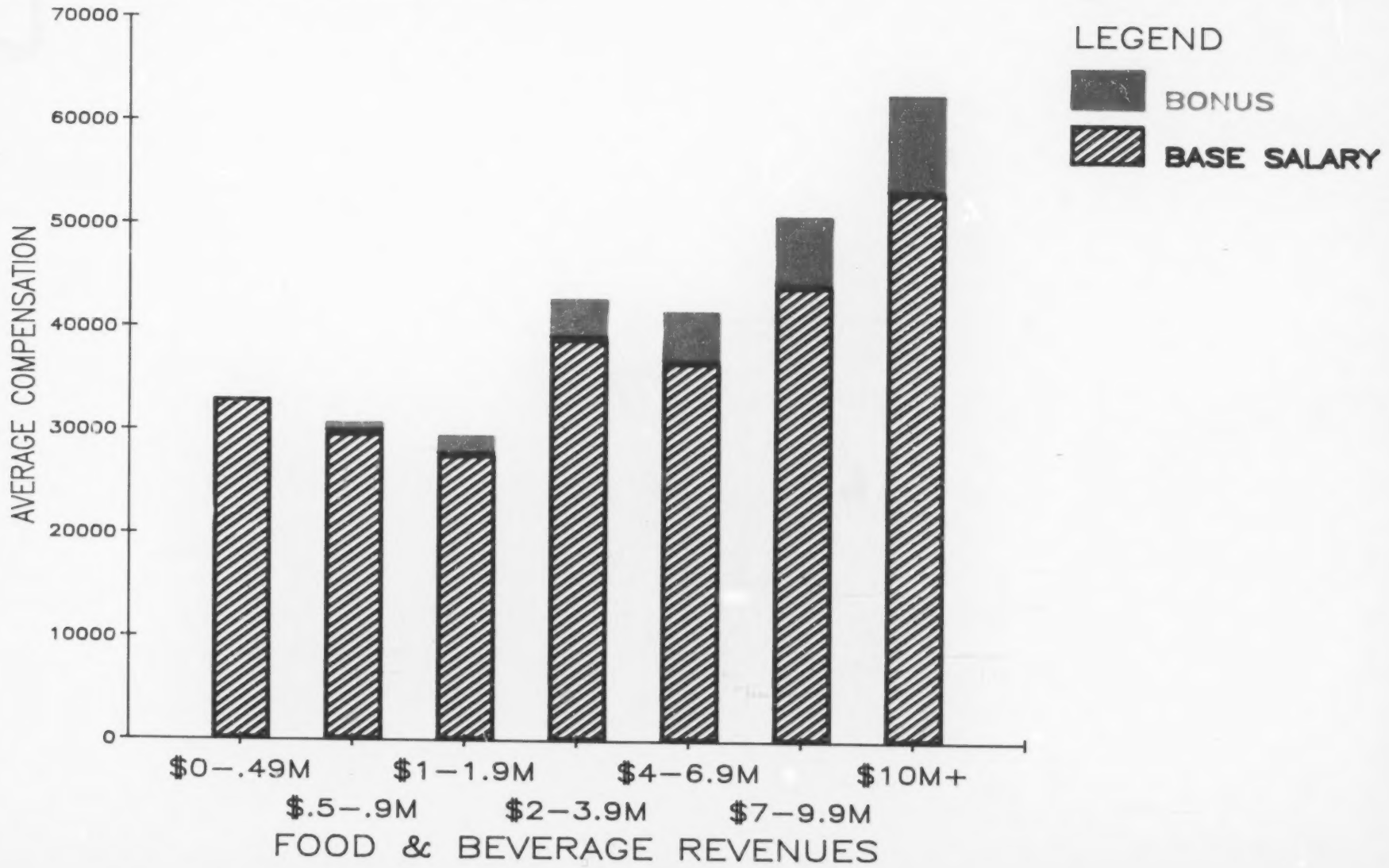
POSITION: EXECUTIVE CHEF



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: EXECUTIVE CHEF



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

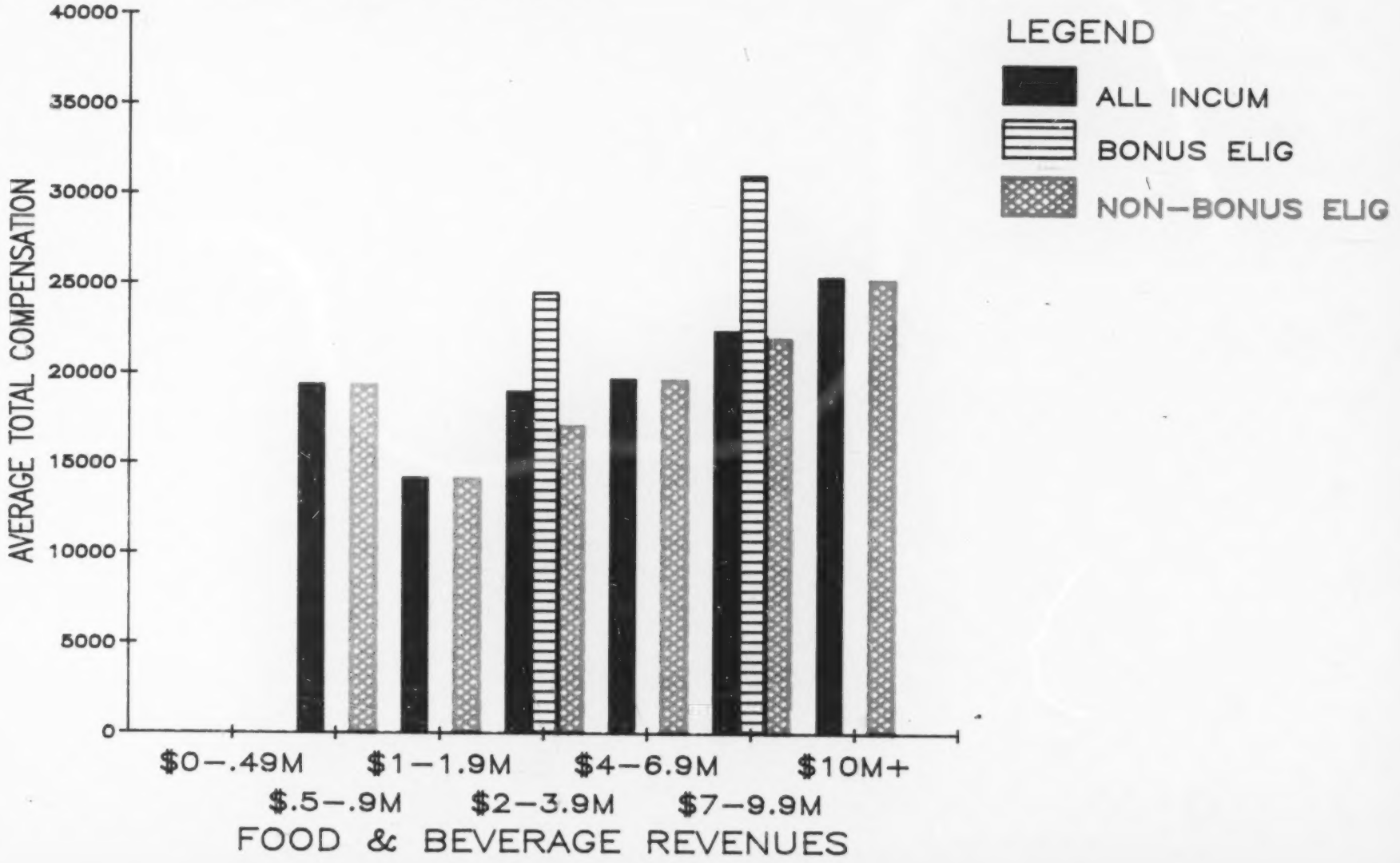
EXECUTIVE CHEF

FOOD & BEVERAGE REVENUES	10M+	7.0M-9.9M	4.0M-6.9M	2.0M-3.9M	1.0M-1.9M	.5M-.9M	0-.49
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$54,940	$46,135	$38,984	$35,939	$25,599	$24,901	$33,000
75TH PERCENTILE	$62,440	$52,000	$42,780	$37,600	$28,514	$31,000	$36,000
50TH PERCENTILE	$52,331	$45,186	$38,818	$33,000	$23,000	$24,000	-
25TH PERCENTILE	$46,800	$40,000	$34,892	$30,000	$21,000	$18,500	$30,000
# INCUMBENTS	56	59	102	148	53	19	2
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$61,470	$49,431	$40,873	$40,716	$28,064	$30,003	$33,000
75TH PERCENTILE	$67,775	$54,887	$45,636	$47,860	$30,000	$32,050	$36,000
50TH PERCENTILE	$60,864	$49,090	$39,845	$37,665	$28,000	$28,000	-
25TH PERCENTILE	$53,247	$43,191	$36,374	$34,580	$23,000	$23,000	$30,000
# INCUMBENTS	30	37	38	52	17	7	2
SALARY							
AVERAGE SALARY	$53,172	$44,062	$36,659	$38,905	$27,614	$29,703	$33,000
75TH PERCENTILE	$60,589	$48,000	$40,500	$47,250	$30,000	$31,000	$36,000
50TH PERCENTILE	$52,000	$43,600	$35,500	$36,000	$28,000	$28,000	-
25TH PERCENTILE	$45,500	$39,554	$33,000	$32,000	$23,000	$23,000	$30,000
# INCUMBENTS	30	37	38	52	17	7	2
BONUS							
AVERAGE BONUS	$9,575	$6,850	$5,004	$3,923	$1,913	$1,050	-
75TH PERCENTILE	$11,309	$8,918	$6,714	$5,348	$4,089	$1,050	-
50TH PERCENTILE	$9,291	$6,299	$4,581	$4,000	$1,736	-	-
25TH PERCENTILE	$7,868	$5,000	$3,712	$3,200	$1,000	$1,050	-
# INCUMBENTS	26	29	32	24	4	2	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$47,405	$40,592	$37,861	$33,352	$24,435	$21,924	-
75TH PERCENTILE	$50,126	$45,186	$41,392	$35,723	$27,999	$24,999	-
50TH PERCENTILE	$47,500	$40,000	$36,837	$32,932	$22,100	$21,999	-
25TH PERCENTILE	$43,197	$35,608	$34,602	$29,900	$21,000	$18,500	-
# INCUMBENTS	26	22	64	96	36	12	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

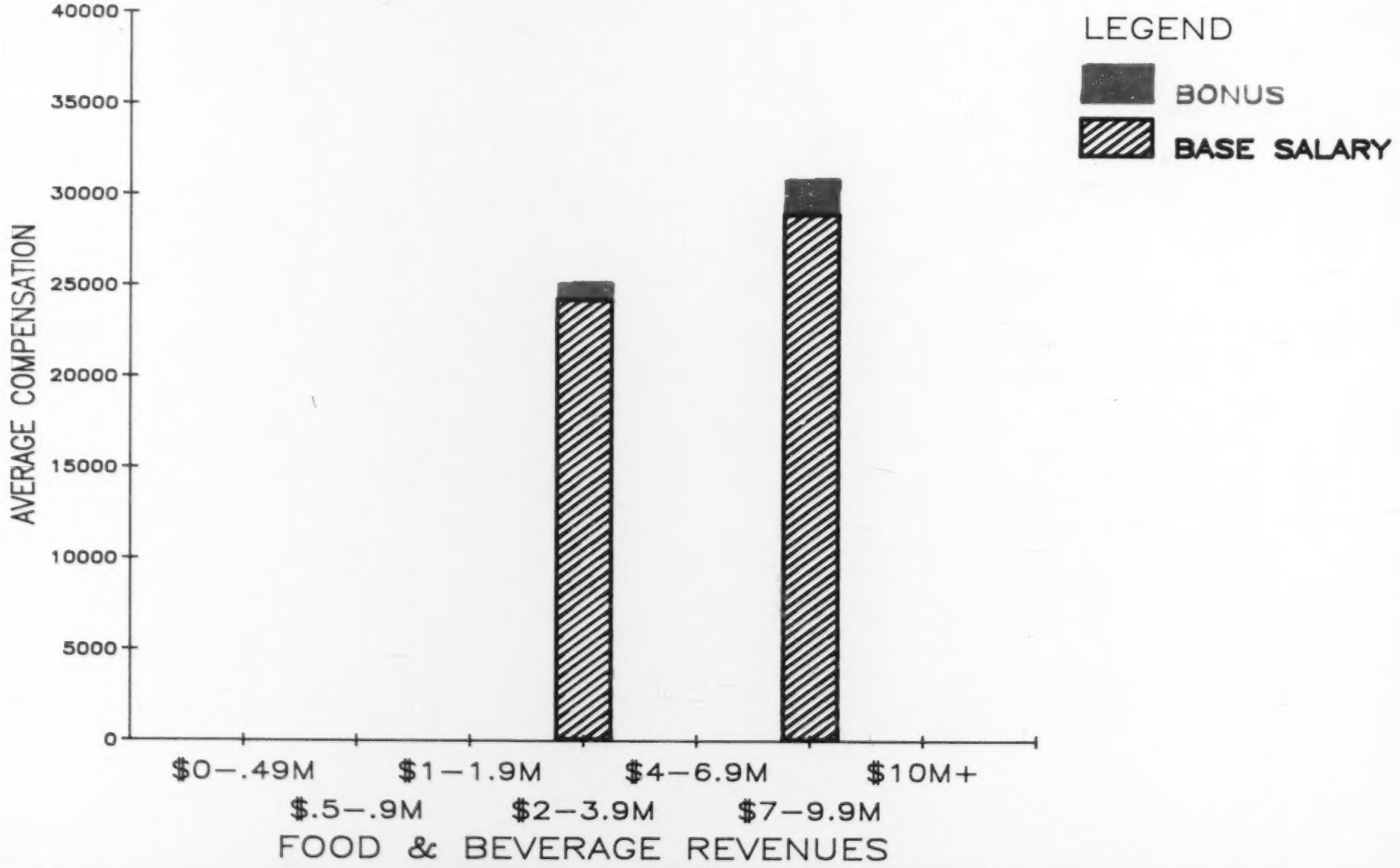
POSITION: EXECUTIVE STEWARD



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: EXECUTIVE STEWARD



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

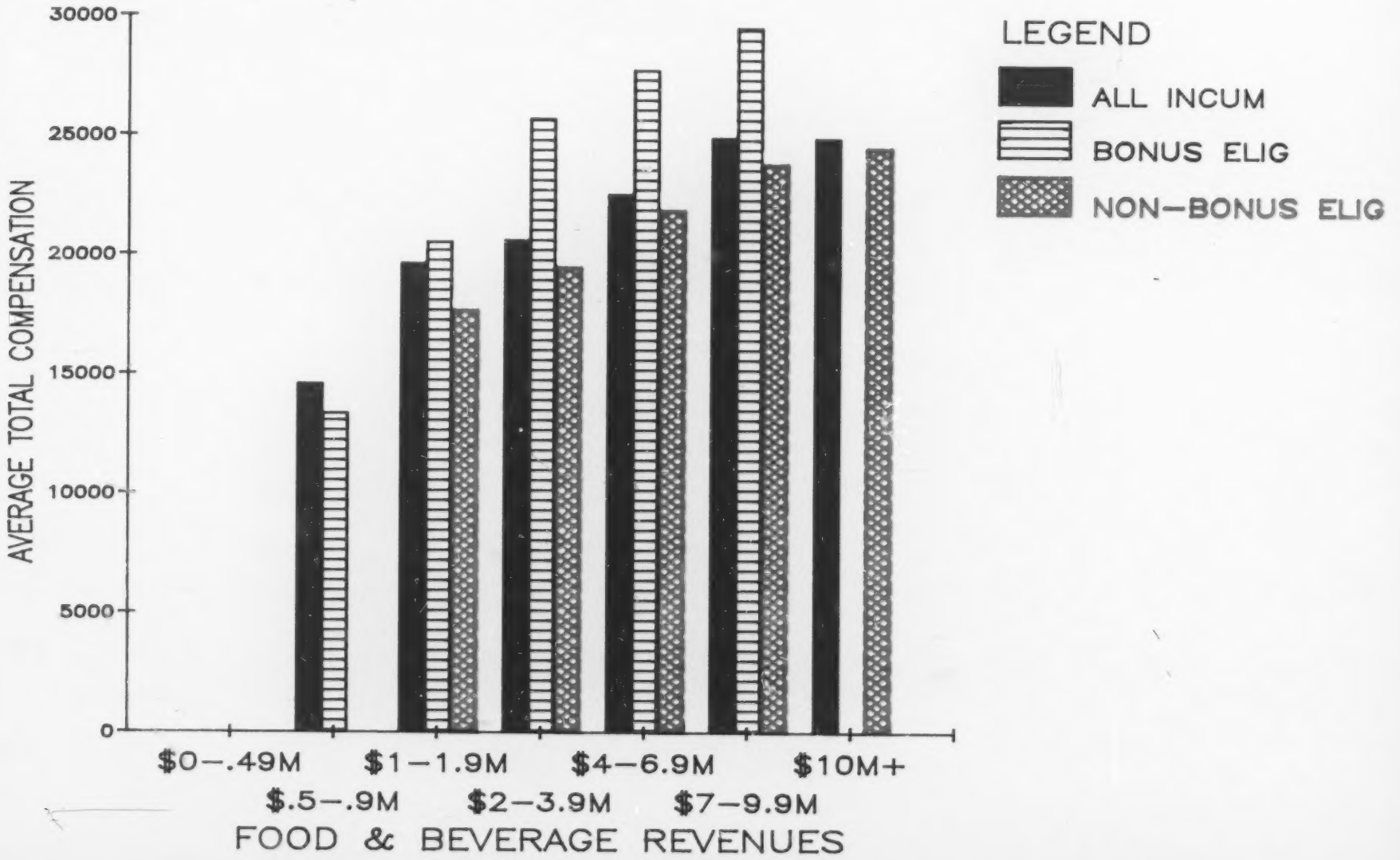
EXECUTIVE STEWARD

FOOD & BEVERAGE REVENUES	10M+	7.0M-9.9M	4.0M-6.9M	2.0M-3.9M	1.0M-1.9M	.5M-.9M	0-.49
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$25,498	$22,529	$19,848	$19,130	$14,306	$19,500	-
75TH PERCENTILE	$29,624	$25,920	$22,000	$24,000	$15,000	$21,000	-
50TH PERCENTILE	$26,000	$21,360	$19,200	$18,000	$14,500	-	-
25TH PERCENTILE	$22,400	$18,500	$17,500	$16,000	$14,432	$18,000	-
# INCUMBENTS	41	44	50	42	4	2	0
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$30,575	$31,075	$22,000	$24,560	-	-	-
75TH PERCENTILE	-	$44,000	-	$26,500	-	-	-
50TH PERCENTILE	$30,575	-	$22,000	$24,455	-	-	-
25TH PERCENTILE	-	$18,150	-	$24,000	-	-	-
# INCUMBENTS	1	2	1	11	0	0	0
SALARY							
AVERAGE SALARY	$28,950	$29,000	$22,000	$24,364	-	-	-
75TH PERCENTILE	-	$40,000	-	$26,500	-	-	-
50TH PERCENTILE	$28,950	-	$22,000	$24,020	-	-	-
25TH PERCENTILE	-	$18,000	-	$24,000	-	-	-
# INCUMBENTS	1	2	1	11	0	0	0
BONUS							
AVERAGE BONUS	$1,625	$2,075	-	$1,000	-	-	-
75TH PERCENTILE	-	$4,000	-	-	-	-	-
50TH PERCENTILE	$1,625	-	-	$1,000	-	-	-
25TH PERCENTILE	-	$150	-	-	-	-	-
# INCUMBENTS	1	2	0	1	0	0	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$23,371	$22,122	$19,804	$17,241	$14,306	$19,500	-
75TH PERCENTILE	$29,624	$24,577	$21,800	$18,900	$15,000	$21,000	-
50TH PERCENTILE	$26,000	$21,360	$18,912	$17,000	$14,500	-	-
25TH PERCENTILE	$22,400	$18,500	$17,500	$15,000	$14,432	$18,000	-
# INCUMBENTS	40	42	49	31	4	2	0

AMERICAN HOTEL AND MOTEL ASSOCIATION

COMPENSATION SURVEY

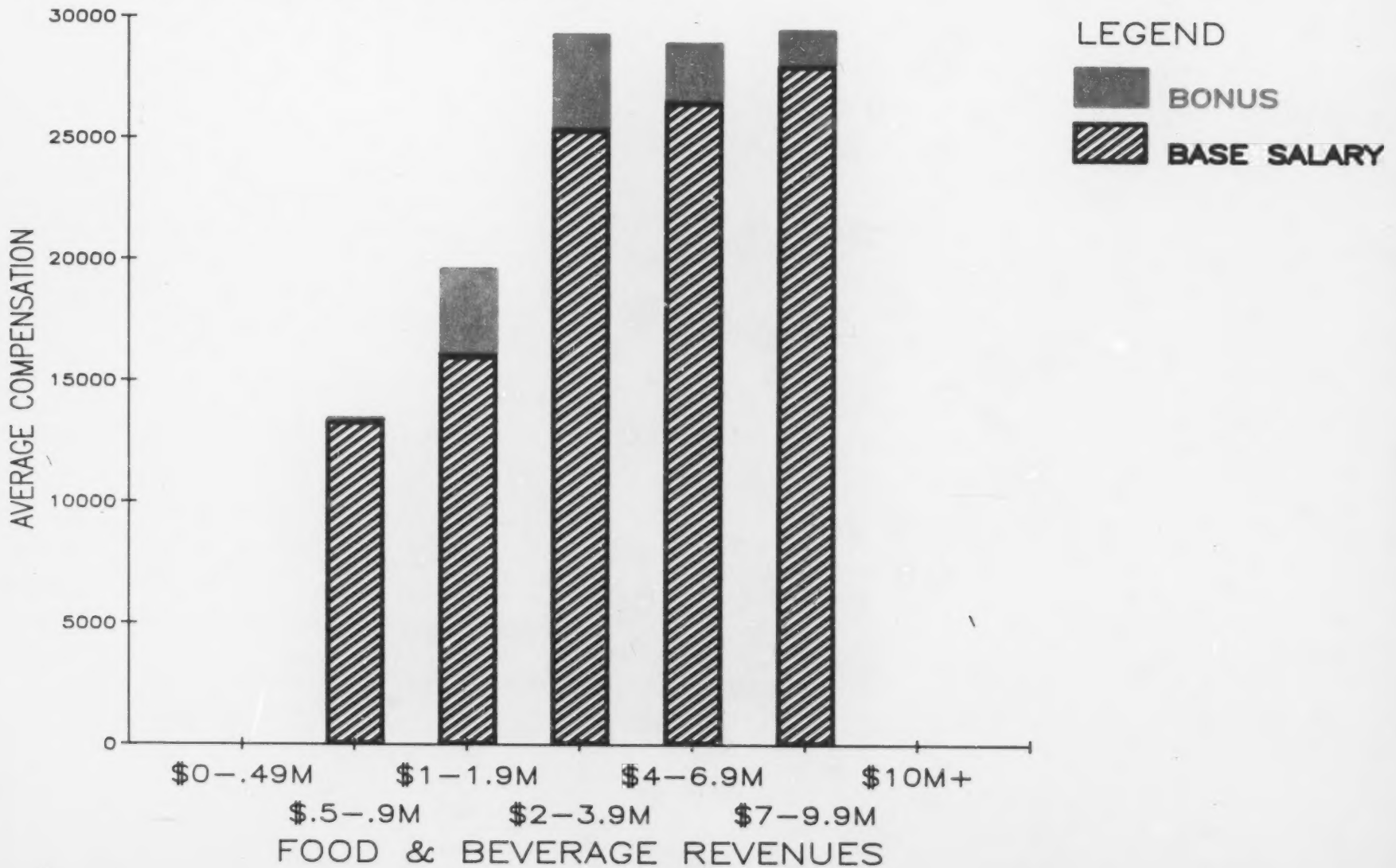
POSITION: RESTAURANT MANAGER



AMERICAN HOTEL AND MOTEL ASSOCIATION

PAY MIX EXHIBIT

POSITION: RESTAURANT MANAGER



1985 AHMA & PEAT MARWICK
HOSPITALITY INDUSTRY COMPENSATION SURVEY

COMPOSITE PAY DATA

FOR

RESTAURANT MANAGER

FOOD & BEVERAGE REVENUES	10M+	7.0M-9.9M	4.0M-6.9M	2.0M-3.9M	1.0M-1.9M	.5M-.9M	0-.49
ALL INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$24,959	$24,987	$22,607	$20,698	$19,721	$14,675	$13,000
75TH PERCENTILE	$28,520	$28,000	$23,486	$25,800	$22,000	$18,500	-
50TH PERCENTILE	$25,102	$23,000	$21,000	$20,500	$18,550	$14,200	$13,000
25TH PERCENTILE	$23,650	$21,750	$19,596	$19,348	$16,500	$14,000	-
# INCUMBENTS	16	10	17	58	19	4	1
BONUS ELIGIBLE INCUMBENTS							
TOTAL COMPENSATION							
AVERAGE COMPENSATION	$31,190	$29,525	$27,750	$25,727	$20,567	$13,400	$13,000
75TH PERCENTILE	-	$37,500	$35,500	$27,000	$25,500	$14,200	-
50TH PERCENTILE	$31,190	-	-	$24,230	$19,700	$14,000	$13,000
25TH PERCENTILE	-	$21,550	$20,000	$23,510	$16,500	$12,000	-
# INCUMBENTS	1	2	2	11	16	3	1
SALARY							
AVERAGE SALARY	$31,190	$28,000	$26,500	$25,364	$16,039	$13,333	$13,000
75TH PERCENTILE	-	$35,000	$33,000	$27,000	$21,000	$14,000	-
50TH PERCENTILE	$31,190	-	-	$24,000	$15,200	$14,000	$13,000
25TH PERCENTILE	-	$21,000	$20,000	$23,510	$12,000	$12,000	-
# INCUMBENTS	1	2	2	11	16	3	1
BONUS							
AVERAGE BONUS	-	$1,525	$2,500	$4,000	$3,667	$200	-
75TH PERCENTILE	-	$2,500	-	-	$4,500	-	-
50TH PERCENTILE	-	-	$2,500	$4,000	$4,000	$200	-
25TH PERCENTILE	-	$550	-	-	$2,500	-	-
# INCUMBENTS	0	2	1	1	5	1	0
NON-BONUS ELIGIBLE INCUMBENTS							
SALARY							
AVERAGE SALARY	$24,543	$23,852	$21,921	$19,521	$17,833	$18,500	-
75TH PERCENTILE	$28,000	$28,000	$23,486	$25,000	$22,000	-	-
50TH PERCENTILE	$24,982	$23,000	$21,000	$22,750	$16,500	$18,500	-
25TH PERCENTILE	$20,333	$22,000	$19,000	$19,348	$15,000	-	-
# INCUMBENTS	15	8	15	47	3	1	0

PAY DATA

BY

REGION

HOSPITALITY INDUSTRY COMPENSATION SURVEY

REGIONAL PAY DATA*

AVERAGE TOTAL COMPENSATION**

POSITION	NATIONAL***		NORTHEAST			MID-ATLANTIC			SOUTH			NORTH CENTRAL			MID-WEST			FAR WEST		
	#INC	AVG	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L
EXECUTIVE STEWARD	183	$21,469	12	$24,384	113.6%	23	$23,956	111.6%	27	$21,570	100.5%	16	$20,235	94.3%	9	$17,746	82.7%	34	$23,452	109.2%
OVER $10M	41	$25,498	2	$26,304	103.2%	5	$28,293	111.0%	6	$27,440	107.6%	3	$22,932	89.9%	1	$16,000	62.8%	10	$26,809	105.1%
$7-9.9M	44	$22,529	0	-	-	8	$26,960	119.7%	4	$24,115	107.0%	6	$22,240	98.7%	2	$20,075	89.1%	8	$23,648	105.0%
$4-6.9M	56	$19,848	0	-	-	4	$22,723	114.5%	9	$21,747	109.6%	3	$18,700	94.2%	1	$22,200	111.9%	8	$22,032	111.0%
$2-3.9M	42	$19,130	10	$24,000	125.5%	5	$17,692	92.5%	6	$16,642	87.0%	2	$16,500	86.3%	5	$16,272	85.1%	7	$20,329	106.3%
$1-1.9M	4	$14,306	0	-	-	1	$14,500	101.4%	2	$14,146	98.9%	1	$14,432	100.9%	0	-	-	0	-	-
$.5-.99M	2	$19,500	0	-	-	0	-	-	0	-	-	1	$18,000	92.3%	0	-	-	1	$21,000	107.7%
$0-.49M	0	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-
RESTAURANT MANAGER	125	$22,451	10	$25,000	111.4%	15	$24,863	110.7%	34	$24,476	109.0%	5	$19,736	87.9%	47	$19,730	87.9%	14	$23,235	103.5%
OVER $10M	16	$24,959	0	-	-	4	$26,358	105.6%	6	$24,411	97.8%	1	$23,913	95.8%	1	$29,776	119.3%	4	$23,438	93.9%
$7-9.9M	10	$24,987	0	-	-	6	$26,458	105.9%	0	-	-	1	$17,765	71.1%	1	$25,675	102.8%	1	$22,000	88.0%
$4-6.9M	17	$22,607	0	-	-	4	$23,064	102.0%	6	$24,304	107.5%	2	$17,500	77.4%	0	-	-	5	$22,247	98.4%
$2-3.9M	58	$20,698	10	$25,000	120.8%	0	-	-	1	$20,200	97.6%	0	-	-	43	$19,348	93.5%	4	$24,575	118.7%
$1-1.9M	19	$19,721	0	-	-	1	$16,500	83.7%	17	$27,188	137.9%	1	$22,000	111.6%	0	-	-	0	-	-
$.5-.99M	4	$14,675	0	-	-	0	-	-	3	$14,833	101.1%	0	-	-	1	$14,200	96.8%	0	-	-
$0-.49M	1	$13,000	0	-	-	0	-	-	1	$13,000	100.0%	0	-	-	0	-	-	0	-	-

* 108 Properties did not report region data; although not included in region averages, they are included in national averages.

** Includes Bonus-Eligible and Non-Bonus Eligible incumbents.

*** Averages all properties, including those that did not report region.

1985 ANNA & PEAT MARWICK

HOSPITALITY INDUSTRY COMPENSATION SURVEY

REGIONAL PAY DATA*

AVERAGE TOTAL COMPENSATION**

POSITION	NATIONAL***		NORTHEAST			MID-ATLANTIC			SOUTH			NORTH CENTRAL			MID-WEST			FAR WEST		
	#INC	AVG	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L
GENERAL MANAGER without	376	$61,014	25	$72,561	118.9%	72	$56,861	93.2%	113	$56,263	92.2%	40	$63,539	104.1%	70	$58,199	95.4%	40	$73,030	119.7%
OVER 1000	7	$109,235	0	-	-	0	-	-	1	$111,806	102.4%	2	$111,188	101.8%	0	-	-	4	$107,616	98.5%
800-999	3	$82,033	1	$102,220	124.6%	0	-	-	1	$59,153	72.1%	0	-	-	0	-	-	1	$84,726	103.3%
600-799	21	$92,147	0	-	-	4	$91,971	99.8%	4	$94,830	102.9%	2	$96,884	105.1%	6	$84,441	91.6%	3	$104,883	113.8%
400-599	77	$81,390	13	$90,265	110.9%	11	$80,497	98.9%	23	$81,245	99.8%	8	$75,568	92.8%	5	$82,794	101.7%	10	$79,905	98.2%
200-399	163	$61,325	6	$61,719	100.6%	23	$75,759	123.5%	41	$58,688	95.7%	17	$63,851	104.1%	54	$54,481	88.8%	16	$65,329	106.5%
100-199	99	$35,900	4	$31,943	89.0%	31	$32,790	91.3%	42	$36,015	100.3%	11	$39,582	110.3%	5	$42,266	117.7%	5	$42,175	117.5%
0-99	6	$29,684	1	$40,285	135.7%	3	$27,213	91.7%	1	$20,000	67.4%	0	-	-	0	-	-	1	$36,176	121.9%
GENERAL MANAGER with	145	$58,636	3	$58,281	99.4%	24	$62,168	106.0%	31	$54,979	93.8%	8	$57,230	97.6%	3	$79,517	135.6%	31	$53,609	91.4%
OVER 1000	14	$76,457	0	-	-	4	$72,012	94.2%	4	$86,719	113.4%	1	$85,145	111.4%	0	-	-	5	$70,065	91.6%
800-999	8	$71,881	0	-	-	1	$103,408	143.9%	1	$63,597	88.5%	1	$57,628	80.2%	0	-	-	2	$61,388	85.4%
600-799	16	$68,637	0	-	-	4	$78,257	114.0%	4	$68,125	99.3%	1	$51,377	74.9%	1	$40,280	58.7%	1	$65,974	96.1%
400-599	38	$59,034	3	$58,281	98.7%	5	$53,209	90.1%	4	$63,298	107.2%	2	$63,820	108.1%	1	$38,270	64.8%	9	$55,526	94.1%
200-399	54	$53,691	0	-	-	7	$52,733	98.2%	11	$46,317	86.3%	2	$44,773	83.4%	1	$160,000	298.0%	11	$46,841	87.2%
100-199	15	$41,062	0	-	-	3	$50,792	123.7%	7	$36,957	90.0%	1	$46,500	113.2%	0	-	-	3	$35,939	87.5%
0-99	0	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-
RESIDENT MANAGER	263	$42,217	17	$41,572	98.5%	36	$49,515	117.3%	78	$38,481	91.1%	24	$46,282	109.6%	66	$38,594	91.4%	41	$46,928	111.2%
OVER 1000	20	$57,472	1	$58,715	102.2%	3	$51,869	90.3%	3	$60,965	106.1%	3	$60,745	105.7%	0	-	-	10	$56,998	99.2%
800-999	8	$51,312	1	$66,997	130.6%	1	$76,936	149.9%	3	$37,179	72.5%	1	$47,161	91.9%	0	-	-	2	$53,934	105.1%
600-799	22	$55,220	0	-	-	7	$54,942	99.5%	6	$55,857	101.2%	2	$49,436	89.5%	4	$51,843	93.9%	3	$62,929	114.0%
400-599	72	$46,332	13	$39,107	84.4%	10	$48,635	105.0%	25	$48,177	104.0%	6	$52,178	112.6%	6	$50,671	109.4%	12	$43,301	93.5%
200-399	101	$41,346	2	$36,311	87.8%	13	$46,298	112.0%	17	$36,193	87.5%	8	$45,062	109.0%	48	$38,390	92.9%	12	$39,890	96.5%
100-199	38	$25,759	0	-	-	2	$38,598	149.8%	23	$24,404	94.7%	3	$29,409	114.2%	8	$24,125	93.7%	2	$29,550	114.7%
0-99	2	$17,150	0	-	-	0	-	-	1	$13,600	79.3%	1	$20,700	120.7%	0	-	-	0	-	-

* 306 Properties did not report region data; although not included in region averages, they are included in national averages.

** Includes Bonus-Eligible and Non-Bonus Eligible incumbents.

*** Averages all properties, including those that did not report region.

1985 AHMA & PEAT MARWICK

HOSPITALITY INDUSTRY COMPENSATION SURVEY

REGIONAL PAY DATA*

AVERAGE TOTAL COMPENSATION**

POSITION	NATIONAL***		NORTHEAST			MID-ATLANTIC			SOUTH			NORTH CENTRAL			MID-WEST			FAR WEST		
	#INC	AVG	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L
FRONT OFFICE MANAGER	475	$23,360	27	$23,628	101.1%	80	$23,954	102.5%	117	$23,713	101.5%	43	$21,827	93.4%	75	$22,786	97.5%	62	$26,942	115.3%
OVER 1000	32	$29,944	2	$33,701	112.5%	4	$31,935	106.6%	6	$32,078	107.1%	3	$29,500	98.8%	0	-	-	11	$30,259	101.1%
800-999	15	$26,941	1	$29,607	109.9%	1	$25,423	94.4%	2	$30,169	112.0%	1	$28,800	106.9%	0	-	-	4	$30,561	113.4%
600-799	42	$27,254	0		-	8	$31,335	115.0%	7	$28,671	105.2%	3	$26,627	97.7%	7	$26,801	98.3%	7	$28,885	106.0%
400-599	106	$25,255	15	$23,244	92.0%	12	$26,498	104.9%	30	$27,373	108.4%	6	$24,193	95.8%	7	$27,870	110.4%	17	$27,274	108.0%
200-399	196	$22,183	6	$23,942	107.9%	27	$24,524	110.6%	45	$21,871	98.6%	19	$21,680	97.7%	54	$22,266	100.4%	17	$24,748	111.6%
100-199	80	$18,728	2	$18,085	96.6%	25	$19,153	102.3%	27	$19,096	102.0%	11	$16,732	89.3%	7	$17,696	94.5%	6	$21,456	114.6%
0-99	4	$16,510	1	$12,480	75.6%	3	$17,853	108.1%	0		-	0	-	-	0	-	-	0	-	-
RESERVATIONS MANAGER	314	$19,579	19	$19,112	97.6%	39	$21,044	107.5%	73	$19,447	99.3%	19	$20,354	104.0%	61	$17,476	89.3%	45	$21,538	110.0%
OVER 1000	26	$23,474	2	$21,154	90.1%	3	$19,517	83.1%	4	$21,900	93.3%	2	$26,919	114.7%	0	-	-	9	$24,338	103.7%
800-999	14	$23,202	1	$29,400	126.7%	1	$31,851	137.3%	2	$25,520	110.0%	0	-	-	0	-	-	4	$20,359	87.7%
600-799	35	$22,423	0	-	-	6	$24,077	107.4%	6	$24,164	107.8%	3	$24,533	109.4%	6	$20,998	93.6%	5	$23,672	105.6%
400-599	98	$19,910	14	$17,766	89.2%	13	$20,657	103.8%	24	$21,078	105.9%	6	$20,357	102.2%	5	$20,426	102.6%	16	$20,913	105.0%
200-399	119	$17,952	2	$21,344	118.9%	15	$19,805	110.3%	22	$18,392	102.5%	6	$18,248	101.6%	48	$16,863	93.9%	10	$19,210	107.0%
100-199	22	$16,105	0	-	-	1	$20,216	125.5%	15	$15,037	93.4%	2	$13,829	85.9%	2	$14,263	88.6%	1	$23,300	144.7%
0-99	0	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-
CONTROLLER	438	$38,431	23	$42,023	109.3%	59	$41,541	108.1%	109	$34,798	90.5%	39	$35,985	93.6%	69	$33,889	88.2%	66	$42,792	111.3%
OVER 1000	29	$59,180	1	$60,375	102.0%	3	$62,141	105.0%	5	$52,477	88.7%	3	$56,736	95.9%	0	-	-	11	$60,246	101.8%
800-999	14	$52,263	1	$68,594	131.2%	1	$81,209	155.4%	2	$48,862	93.5%	1	$42,451	81.2%	0	-	-	3	$43,175	82.6%
600-799	39	$46,934	0	-	-	8	$48,727	103.8%	7	$47,702	101.6%	3	$53,767	114.6%	7	$43,150	91.9%	4	$48,222	102.7%
400-599	120	$42,459	15	$43,942	103.5%	16	$42,391	99.8%	29	$42,947	101.1%	9	$44,733	105.4%	7	$40,093	94.4%	23	$41,728	98.3%
200-399	197	$33,524	5	$30,633	91.4%	26	$37,124	110.7%	45	$33,238	99.1%	16	$30,606	91.3%	53	$31,571	94.2%	23	$35,467	105.8%
100-199	39	$23,931	1	$19,260	80.5%	5	$32,996	137.9%	21	$18,167	75.9%	7	$20,864	87.3%	2	$41,199	172.2%	2	$31,850	133.1%
0-99	0	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-

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*** Averages all properties, including those that did not report region.

1985 AHMA & PEAT MARWICK

HOSPITALITY INDUSTRY COMPENSATION SURVEY

REGIONAL PAY DATA*

AVERAGE TOTAL COMPENSATION**

POSITION	NATIONAL***		NORTHEAST			MID-ATLANTIC			SOUTH			NORTH CENTRAL			MID-WEST			FAR WEST		
	#INC	AVG	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L
EXECUTIVE HOUSEKEEPER	540	$23,035	29	$25,795	112.0%	29	$23,288	101.1%	143	$21,538	93.5%	49	$22,278	96.7%	83	$22,557	97.9%	73	$27,674	120.1%
OVER 1000	32	$35,213	2	$43,181	122.6%	5	$37,922	107.7%	6	$33,381	94.8%	2	$37,008	105.1%	0	-	-	11	$37,857	107.5%
800-999	15	$30,681	1	$46,808	152.6%	1	$43,105	140.5%	2	$38,000	123.9%	1	$22,740	74.1%	0	-	-	4	$31,952	104.1%
600-799	40	$28,198	0	-	-	8	$30,730	109.0%	7	$29,220	103.6%	3	$30,618	108.6%	7	$28,861	102.4%	5	$32,482	115.2%
400-599	114	$26,114	15	$25,729	98.5%	14	$28,913	110.7%	28	$27,852	106.7%	9	$26,526	101.6%	7	$22,620	86.6%	20	$28,487	109.1%
200-399	213	$22,563	6	$24,529	108.7%	25	$25,422	112.7%	53	$21,312	94.5%	20	$21,541	95.5%	55	$23,892	105.9%	25	$23,705	105.1%
100-199	119	$15,593	4	$16,416	105.3%	32	$15,763	101.1%	46	$14,723	94.4%	13	$17,366	111.4%	14	$14,131	90.6%	8	$18,900	121.2%
0-99	7	$12,228	1	$16,120	131.8%	4	$12,324	100.8%	1	$12,500	102.2%	1	$7,679	62.8%	0	-	-	0	-	-
CHIEF ENGINEER	463	$33,705	21	$36,232	107.5%	54	$35,469	105.2%	118	$28,245	83.8%	46	$31,909	94.7%	79	$30,272	89.8%	74	$36,829	109.3%
OVER 1000	30	$49,269	1	$52,208	106.0%	2	$47,046	95.5%	6	$44,021	89.3%	3	$48,379	98.2%	0	-	-	12	$49,487	100.4%
800-999	13	$48,181	0	-	-	1	$55,913	116.0%	1	$42,800	88.8%	1	$44,292	91.9%	0	-	-	4	$41,029	85.2%
600-799	40	$42,844	0	-	-	8	$41,600	97.1%	8	$41,021	95.7%	3	$45,223	105.6%	6	$38,234	89.2%	5	$45,085	105.2%
400-599	110	$35,965	14	$36,522	101.5%	14	$36,116	100.4%	25	$34,991	97.3%	10	$36,804	102.3%	8	$31,334	87.1%	19	$38,152	106.1%
200-399	201	$31,446	5	$33,785	107.4%	22	$33,531	106.6%	46	$27,880	88.7%	19	$28,955	92.1%	56	$30,958	98.4%	25	$32,424	103.1%
100-199	67	$20,296	1	$28,428	140.1%	7	$27,029	133.2%	31	$16,984	83.7%	10	$22,454	110.6%	9	$19,753	97.3%	8	$23,607	116.3%
0-99	2	$15,800	0	-	-	0	-	-	1	$14,000	88.6%	0	-	-	0	-	-	1	$17,600	111.4%
DIRECTOR OF SALES AND MARK	413	$41,437	23	$47,097	113.7%	51	$46,851	113.1%	109	$36,587	88.3%	36	$40,585	97.9%	69	$37,457	90.4%	55	$44,568	107.6%
OVER 1000	30	$61,618	1	$74,359	120.7%	4	$61,658	100.1%	5	$52,254	84.8%	3	$56,080	91.0%	0	-	-	11	$59,557	96.7%
800-999	12	$59,252	1	$50,060	84.4%	1	$69,103	116.6%	2	$65,066	109.8%	1	$34,435	58.1%	0	-	-	2	$64,142	108.3%
600-799	40	$49,862	0	-	-	7	$55,251	110.8%	8	$49,728	99.7%	3	$50,653	101.6%	7	$47,700	95.7%	5	$44,823	89.9%
400-599	108	$45,396	16	$45,496	100.2%	14	$47,336	104.3%	25	$47,671	105.0%	8	$49,235	108.5%	6	$45,630	100.5%	18	$43,670	96.2%
200-399	183	$37,565	5	$46,189	123.0%	23	$41,302	109.9%	45	$34,401	91.6%	15	$38,346	102.1%	52	$37,040	98.6%	15	$37,701	100.4%
100-199	40	$22,192	0	-	-	2	$37,130	167.3%	24	$19,820	89.3%	6	$22,899	103.1%	4	$12,705	57.3%	4	$23,037	103.8%
0-99	0	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-

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1985 AHMA & PEAT MARWICK

HOSPITALITY INDUSTRY COMPENSATION SURVEY

REGIONAL PAY DATA*

AVERAGE TOTAL COMPENSATION**

POSITION	NATIONAL***		NORTHEAST			MID-ATLANTIC			SOUTH			NORTH CENTRAL			MID-WEST			FAR WEST		
	#INC	AVG	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L
SENIOR SALES MANAGER	382	$24,053	24	$26,711	111.1%	59	$23,234	96.6%	83	$23,422	97.4%	35	$21,939	91.2%	62	$24,465	101.7%	54	$25,745	107.0%
OVER 1000	32	$28,151	2	$30,477	108.3%	4	$28,184	100.1%	6	$28,551	101.4%	3	$24,891	88.4%	0	-	-	11	$28,282	100.5%
800-999	13	$28,457	1	$28,661	100.7%	1	$33,815	118.8%	1	$40,500	142.3%	0	-	-	0	-	-	4	$25,554	89.8%
600-799	37	$25,577	0	-	-	6	$26,902	105.2%	6	$25,647	100.3%	3	$24,972	97.6%	7	$24,356	95.2%	5	$26,898	105.2%
400-599	95	$25,971	14	$29,750	114.6%	12	$24,223	93.3%	22	$25,716	99.0%	8	$25,488	98.1%	4	$28,099	108.2%	15	$27,352	105.3%
200-399	155	$23,103	4	$19,591	84.8%	18	$25,235	109.2%	26	$23,116	100.1%	15	$20,567	89.0%	51	$24,195	104.7%	18	$22,295	96.5%
100-199	49	$18,541	3	$18,861	101.7%	17	$17,862	96.3%	22	$18,708	100.9%	6	$17,645	95.2%	0	-	-	1	$30,808	166.2%
0-99	1	$14,300	0	-	-	1	$14,300	100.0%	0	-	-	0	-	-	0	-	-	0	-	-
JR SALES MANAGER	390	$19,391	24	$20,380	105.1%	62	$19,186	98.9%	87	$19,582	101.0%	31	$19,560	100.9%	64	$17,859	92.1%	48	$21,914	113.0%
OVER 1000	31	$22,903	2	$21,901	95.6%	5	$24,317	106.2%	6	$23,108	100.9%	3	$22,555	98.5%	0	-	-	9	$24,431	106.7%
800-999	14	$21,465	1	$25,070	116.8%	0	-	-	2	$26,250	122.3%	1	$19,750	92.0%	0	-	-	4	$21,181	98.7%
600-799	39	$19,332	0	-	-	8	$20,534	106.2%	7	$18,736	96.9%	3	$19,576	101.3%	7	$18,236	94.3%	4	$22,369	115.7%
400-599	103	$20,443	15	$20,661	101.1%	11	$20,204	98.8%	26	$20,470	100.1%	7	$20,535	100.5%	5	$19,773	96.7%	18	$21,994	107.6%
200-399	164	$18,409	5	$19,205	104.3%	24	$19,678	106.9%	31	$18,819	102.2%	14	$18,008	97.8%	50	$17,469	94.9%	11	$19,875	108.0%
100-199	39	$17,263	1	$14,300	82.8%	14	$14,939	86.5%	15	$17,719	102.6%	3	$21,452	124.3%	2	$21,506	124.6%	2	$21,642	125.4%
0-99	0	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-
SECURITY DIRECTOR	309	$22,493	19	$23,159	103.0%	48	$25,339	112.6%	68	$21,517	95.7%	16	$23,708	105.4%	56	$19,507	86.7%	62	$24,455	108.7%
OVER 1000	32	$30,690	2	$27,322	89.0%	5	$38,053	124.0%	6	$29,062	94.7%	2	$26,011	84.8%	0	-	-	12	$30,882	100.6%
800-999	14	$27,237	1	$30,000	110.1%	1	$38,083	139.8%	2	$29,980	110.1%	1	$25,500	93.6%	0	-	-	4	$24,143	88.6%
600-799	39	$24,348	0	-	-	7	$27,426	112.6%	8	$24,972	102.6%	3	$28,529	117.2%	5	$23,609	97.0%	6	$26,635	109.4%
400-599	99	$22,231	14	$22,056	99.2%	15	$22,869	102.9%	22	$22,610	101.7%	6	$23,908	107.5%	4	$20,955	94.3%	23	$23,110	104.0%
200-399	106	$19,969	2	$23,294	116.7%	18	$23,103	115.7%	16	$19,227	96.3%	3	$17,493	87.6%	47	$18,947	94.9%	15	$21,282	106.6%
100-199	19	$16,832	0	-	-	2	$18,516	110.0%	14	$16,000	95.1%	1	$20,300	120.6%	0	-	-	2	$19,240	114.3%
0-99	0	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-

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HOSPITALITY INDUSTRY COMPENSATION SURVEY

REGIONAL PAY DATA*

AVERAGE TOTAL COMPENSATION**

POSITION	NATIONAL***		NORTHEAST			MID-ATLANTIC			SOUTH			NORTH CENTRAL			MID-WEST			FAR WEST		
	#INC	AVG	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L	#INC	AVG	RATIO TO NAT'L
PERSONNEL DIRECTOR	393	$30,565	20	$29,629	96.9%	49	$32,575	106.6%	94	$29,535	96.6%	30	$28,227	92.4%	68	$26,477	86.6%	58	$31,542	103.2%
OVER 1000	29	$42,434	1	$43,837	103.3%	4	$40,488	95.4%	5	$40,595	95.7%	3	$42,855	101.0%	0	-	-	10	$39,103	92.2%
800-999	13	$41,365	1	$42,331	102.3%	1	$41,500	100.3%	2	$46,878	113.3%	1	$33,635	81.3%	0	-	-	2	$35,802	86.6%
600-799	39	$36,098	0	-	-	8	$37,736	104.5%	6	$37,087	102.7%	3	$32,347	89.6%	7	$34,323	95.1%	5	$32,135	89.0%
400-599	110	$32,265	14	$27,743	86.0%	13	$31,634	98.0%	28	$34,077	105.6%	8	$30,733	95.3%	7	$28,250	87.6%	21	$32,394	100.4%
200-399	177	$27,230	4	$29,505	108.4%	22	$29,811	109.5%	38	$27,077	99.4%	14	$26,346	96.8%	52	$25,341	93.1%	19	$26,636	97.8%
100-199	25	$18,678	0	-	-	1	$23,745	127.1%	15	$18,265	97.8%	5	$17,151	91.8%	2	$22,335	119.6%	1	$19,740	105.7%
0-99	0	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-	0	-	-
DIRECTOR OF FOOD & BEVERAG	442	$39,684	24	$43,075	108.5%	54	$38,625	97.3%	116	$37,763	95.2%	43	$36,196	91.2%	73	$38,800	97.8%	62	$44,061	111.0%
OVER $10M	50	$57,706	2	$61,901	107.3%	5	$62,978	109.1%	9	$58,627	101.6%	5	$56,483	97.9%	1	$51,000	88.4%	15	$57,446	99.5%
$7-9.9M	50	$47,287	3	$50,493	106.8%	9	$48,635	102.9%	6	$50,921	107.7%	3	$44,792	94.7%	3	$45,273	95.7%	7	$50,758	107.3%
$4-6.9M	97	$46,702	3	$51,524	110.3%	18	$50,908	109.0%	25	$47,771	102.3%	5	$41,229	88.3%	8	$57,886	123.9%	13	$48,760	104.4%
$2-3.9M	147	$39,152	12	$45,802	117.0%	17	$40,770	104.1%	27	$42,350	108.2%	13	$37,560	95.9%	54	$36,885	94.2%	11	$38,264	97.7%
$1-1.9M	53	$29,727	3	$27,959	94.1%	3	$29,001	97.6%	25	$32,015	107.7%	8	$24,563	82.6%	5	$29,076	97.8%	7	$30,180	101.5%
$.5-.99M	34	$25,410	1	$20,998	82.6%	2	$26,384	103.8%	16	$25,442	100.1%	7	$22,731	89.5%	1	$20,338	80.0%	7	$29,094	114.5%
$0-.49M	11	$23,210	0	-	-	0	-	-	8	$23,153	99.8%	0	-	-	1	$25,000	107.7%	2	$22,546	97.1%
EXECUTIVE CHEF	439	$38,691	25	$43,712	113.0%	57	$39,582	102.3%	98	$35,132	90.8%	42	$34,667	89.6%	71	$34,390	88.9%	74	$41,205	106.5%
OVER $10M	56	$54,940	3	$61,656	112.2%	8	$57,906	105.4%	9	$52,386	95.4%	5	$49,376	89.9%	1	$48,500	88.3%	17	$51,754	94.2%
$7-9.9M	59	$46,135	2	$35,896	77.8%	11	$44,146	95.7%	7	$47,151	102.2%	7	$45,472	98.6%	3	$51,352	111.3%	12	$43,966	95.3%
$4-6.9M	102	$38,984	3	$34,316	88.0%	18	$37,458	96.1%	24	$39,377	101.0%	5	$37,220	95.5%	8	$37,095	95.2%	17	$39,961	102.5%
$2-3.9M	148	$35,939	13	$50,052	139.3%	14	$33,723	93.8%	27	$34,952	97.3%	13	$31,341	87.2%	53	$33,760	93.9%	15	$37,949	105.6%
$1-1.9M	53	$25,599	3	$21,703	84.8%	5	$28,340	110.7%	23	$23,360	91.3%	7	$26,080	101.9%	5	$26,917	105.1%	8	$29,894	116.8%
$.5-.99M	19	$24,901	1	$17,298	69.5%	1	$19,245	77.3%	7	$25,620	102.9%	5	$22,936	92.1%	1	$18,500	74.3%	4	$31,012	124.5%
$0-.49M	2	$33,000	0	-	-	0	-	-	1	$36,000	109.1%	0	-	-	0	-	-	1	$30,000	90.9%

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BENEFITS SUMMARY

1985 AHMA & PEAT MARWICK
LODGING INDUSTRY COMPENSATION SURVEY

BENEFITS

		NUMBER OF PARTICIPANTS		PERCENT OF TOTAL
PENSION:	DEFINED CONTRIBUTION	1,482		21.6%
	DEFINED BENEFIT	2,230		32.5%
	NONE	3,143		45.8%
HEALTH:	BASIC/MAJOR MEDICAL	6,523		95.2%
	HEALTH MAINTENANCE (HMO's)	3,474		50.7%
	DENTAL	5,805		84.7%
	OTHER	1,059		15.4%
	BREAKDOWN:			
	EYE		15	0.2%
	PPO		274	4.0%
	NOT SPECIFIED		770	11.2%
			1,059	
DISABILITY/DEATH:	SHORT-TERM DISABILITY	2,109		30.8%
	LONG-TERM DISABILITY	5,716		83.4%
	GROUP LIFE	6,831		99.6%
	BUSINESS TRAVEL	3,853		56.2%
	OTHER	611		8.9%
	BREAKDOWN:			
	ADD		274	4.0%
	NOT SPECIFIED		337	4.9%
			611	
CAPITAL ACCUMULATION:	PROFIT SHARING	737		10.8%
	THRIFT SAVINGS	1,300		19.0%
	401K	2,142		31.2%
OTHER:				
	$100,000 LIFE INS. POLICY	16		0.2%
	MEALS DURING WORK HOURS	34		0.5%
	VOLUNTARY EMPLOYEE SUPPLEMENTARY PENSION SAVINGS PLAN	17		0.2%
	CREDIT UNION	22		0.3%

ESSAY SUMMARY

--MANAGEMENT PERSPECTIVES ON BONUSES--

The following pages summarize the participants answers to four essay questions concerning bonuses.

Q1 - What criteria are used to determine the actual bonus awards - financial, operational, performance, other?

Responses	Frequency	% of Total Respondents
Financial Only	5	20.8%
Annual Budget	3	12.5%
GOP Target	1	4.2%
General	1	4.2%
Operational Only	1	4.2%
General	1	4.2%
Performance Only	3	12.5%
MBO's	1	4.2%
General Job Performance	2	8.3%
Other	2	8.3%
Discretionary	1	4.2%
Bonuses not given	1	4.2%
Combinations	13	54.2%
Financial & Hotel Performance	2	8.3%
Financial, Operational, Perform	9	37.5%
Financial & Personal Performance	1	4.2%
Financial & Discretion	1	4.2%
	24	100%

Q2 - Under what circumstances are no bonuses awarded to eligible employees?

Responses	Frequency	% of Total Respondents
Financial Only	9	40.9%
Budget not met	3	13.6%
GOP target not met	3	13.6%
General	3	13.6%
Operational Only	1	4.5%
Poor management performance	1	4.5%
Performance Only	4	18.2%
MBO's not achieved	3	13.6%
Employee terminated before payout date	1	4.5%
Other	1	4.5%
Must qualify in 4 or 5 bonus categories	1	4.5%
Combinations	7	31.8%
Financial objectives not met; Failure to pass inspections; Failure to comply with policies & proceedures	2	9.1%
Financial & MBO's not met	2	9.1%
"Goals" not met or failure on quality ratings	1	4.5%
Termination or failure to meet budget	1	4.5%
Termination or failure to reach MBO's	1	4.5%
	22	100%

Q3 - What percentage of the bonus target is awarded if:

- 25% of the financial objectives are achieved?

	Frequency	% of Total Respondents
12.5%	1	5.3%
None	18	94.7%

- 50% of the financial objectives are achieved?

25%	1	5.3%
40%	1	5.3%
28-41%	1	5.3%
None	16	84.2%

- 75% of the financial objectives are achieved?

37.5%	1	5.3%
90%	1	5.3%
None	17	89.5%

Other comments

	Frequency	% of Total Respondents
• Plans start to pay out at 85%	2	10.5%
• Plans start to pay out at 90%	1	5.3%
• Managers receive 50% of bonus if 100% GOP target is met	1	5.3%

Q4 - Do you have in place a separate bonus/commission/incentive plan for Sales Mangagers?

	Frequency	% of Total Respondents
Yes:	14	56%
No:	11	44%

Comments	Frequency	% Responding "Yes"
• Based on targeted group room nights sold	3	21.4%
• Separate incentive plan for sales manager below Director	2	14.3%
• For regional Sales Managers only	1	7.1%
• Commission	1	7.1%
• Incentive Plans	1	7.1%
• Based on monthly goal attainment	1	7.1%
• Based on room night and average room rates	1	7.1%
• Based on meeting budget sales and extra for group room nights booked	1	7.1%

AMERICAN HOTEL & MOTEL ASSOCIATION

POSITION DESCRIPTIONS

1985

General Manager without Maintenance

Responsible for management and profitability of a single property. Directs all aspects of the hotel's operations. Incumbents do not have live-in maintenance.

General Manager with Maintenance

Responsible for management and profitability of a single property. Directs all aspects of the hotel's operations. Incumbents have live-in maintenance.

Resident Manager

The second ranking manager in the hotel. Oversees the daily operation of the hotel as delegated by the General Manager. Serves as the General Manager in the General Manager's absence.

Front Office Manager

Responsible for front desk operations and supervision of personnel. May include bell stand, reservations and/or PBX.

Reservations Manager

Manages property reservationists and reservations activity. Typically sets rates and inventory restrictions based on reservations volume.

Controller

Responsible for all financial reporting, accounting, internal controls, data processing and payroll. Advises the General Manager on all financial matters related to hotel operations.

Executive Housekeeper

Supervises all housekeeping personnel. Responsible for cleanliness and sanitation of the guest rooms and public spaces. Responsible for laundry and/or valet if one exists at the property.

Chief Engineer

Responsible for maintenance of hotel building and, possibly, grounds. Includes preventive as well as corrective maintenance. Supervises all mechanics, tradesmen and other engineering maintenance personnel.

Director of Sales and Marketing

Responsible for sales/marketing function in the hotel. Supervises sales force to promote maximum transient, convention group, and banquet business for the hotel. Develops marketing plan, sales quotas, and forecasts.

Security Director

Responsible for all financial reporting, accounting, internal controls, data processing, and payroll. Advises the General Manager on all financial matters related to hotel operations.

Personnel Director

Implements and monitors programs designed to ensure compliance with corporate policies, state and federal laws, rules and regulations pertaining to personnel management. Recruits, interviews and assists in hiring of employees. May supervise staff training programs.

Director of Food and Beverage

Responsible for all food and beverage service within the hotel. Directs and coordinates the Food and Beverage Staff to maximize departmental sales and profits. Manages the food preparation and service departments which include restaurants, bars, and banquet service.

Executive Chef

Manages the hotel kitchen(s) and directs all food preparation and presentation for the hotel food outlets and catering functions. Includes staffing, training, menu planning, special events planning, and may be responsible for food purchasing.

Executive Steward

Supervises daily operation of stewards department. Provides total maintenance and sanitation in all food production service areas. Controls storeroom orders and issues all china, glass, and silver. Insures all food and beverage outlets have sufficient equipment to perform adequately.

Restaurant Resident Manager

Reports to Food and Beverage Manager or Assistant Manager. Directs the operations of single outlet. Hires, trains and supervises all staff. Maintains patron satisfaction. May be a multiple incumbent position.

Senior Sales Manager

Senior level sales position without management responsibility. Through direct sales contracts solicits the most complex accounts. This may be a multi-incumbent position. Typically has 2+ years of experience.

Junior Sales Manager

Entry level sales position. Develops new leads and researches new business potential within the local market area. Makes direct sales calls on potential clients. Typically less than two years of experience. Not a trainee. This may be a multi-incumbent position.